



1992

Philip Morris USA R&D

Operational Plans

Confidential

Copy No. 3

Issued To: A. C. Lilly

2021554891

1992 Major Programs

<u>Program</u>	<u>Coordinators</u>	<u>Director</u>
Domestic Product Development and Support		Myracle
Product Development	Heretick/Altizer	
Product Technology	Heretick/Altizer	
Existing Product Support	R.Cox/Yatrakis & Willis	
Flavor Technology	R Cox/Kroustalis	
Operations Support	Ferguson	Ellis
International Product Development and Support	Smith/Confer	Heretick
New Expanded Tobacco	Fischer	Burnley
Project Tomorrow	Dwyer/Shافر	Whidby
Paper Technology	Baldwin	Heretick/Sanders
Filter Technology	K.Newman	Heretick
Cast Leaf	Gellatly	Burnley
Project Beta	Losee	Lilly/Whidby
Tobacco Biochemistry (TSNA LBA)	Carchman	Ellis
Environmental Support	Hayward	Burnley
New Primary Process	Clark	Burnley
Sensory Technology	Carchman	Ellis
Other Programs	Gauvin	--

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Domestic Product Dev.
and Support

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Product Development

OPERATIONAL PLANS

DOMESTIC PRODUCT DEVELOPMENT

1992

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DOMESTIC PRODUCT DEVELOPMENT AND SUPPORT PROGRAMS

1) Product Development

A. Premium Brands

B&H

Merit

Virginia Slims

Parliament

Marlboro

Discount Brands

Marketing Program Support
(Players Navy Cut (?))

No Plans

Consumer Testing

The above program, we feel, should be in Strategic Goal #2.

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A. PREMIUM BRANDS

B&H KS LINE EXTENSION

- I. **Objective:** Design and develop a B&H King Size Menthol and Regular Full Flavor and Lights
- II. **Explanatory Introduction:** Expand market potential for B&H KS Menthol to 60% of population that prefers KS, specifically to appeal to younger blacks (90% of which smoke menthol).
- III. **Strategies:**

Strategy I: Develop and design prototypes

- | | |
|---------------------------------|---------------|
| A. Initial prototype design | January 1991 |
| B. Prototype production | January 1991 |
| C. Prototype analytical testing | February 1991 |

Strategy II: Investigate menthol blend MB4B vs. B&H Menthol

- | | |
|----------------------------------|------------------|
| A. Design and produce prototypes | 2nd Quarter 1991 |
| B. Tar/menthol interaction POL's | 2nd Quarter 1991 |
| C. Blend decision | 3rd Quarter 1991 |

Strategy III: Test designs and blends

- | | |
|-----------------------------------|------------------|
| A. Baseline regular/menthol POL's | 3rd Quarter 1991 |
| B. Adpack campaign | 4th Quarter 1991 |
| C. Specifications drafted | 1st Quarter 1992 |
| D. Extended use trial | 1st Quarter 1992 |
| E. Factory trials | March 1992 |
| F. Second Adpack | March 1992 |

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Strategy IV: Redesign and develop a light menthol prototype with a higher tar/puff and menthol/puff to appeal to full flavor menthol smokers (Newport, Kool, and Salem)

A. Initial prototype design	January 1992
B. POL production	February 1992
C. POL analytical testing	February 1992
D. Ship POL	February 1992

Strategy V: Launch

A. Factory start-up	April 1992
B. CPC approval	April 1992
C. National launch	September 1992

Strategy VI: Net inclusion -- driven by NET Program timetable

IV. Resource Allocations:

Warren Claflin	Technical Advisor
Morris White	Domestic Product Development
Howard Maxwell	Flavor Technology
Truman Foster	Commercial Development
Bill Geiszler	Paper Technology
Greg Patron	Filter Technology
Debbie Atkinson	POL Administration, DPD
Mable Fleming	PED
Duane Wilder	Engineering
Mark Guy	Engineering
Steve Walton	Production
Bill Atkins	Production
Sainta Haywood	Operation Services
Terry Burgess	Operation Services
Kevin Thompson	Operation Services

V. Potential Projects

- B&H KS Ultra Lights
- B&H Medium
- LS/LO and Value Added

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MERIT ULTIMA

- I. **Objective:** Support Merit Ultima launch
- II. **Explanatory Introduction:** The full margin products have been developed for National launch on February 17. The products offer more mainstream taste in the ultra low tar deliveries. (1mg KS/2mg 100's)
- III. **Strategies:**
- Strategy I:** Identify and resolve filter production challenges
- A. On-site inspection of production processes 1st Quarter 1992
- B. Recommendations 1st Quarter 1992
- III. **Resource Allocations:**
- | | |
|-----------------|------------------------------|
| Warren Claflin | Technical Advisor |
| Barbara Monahan | Domestic Product Development |
| Charlie Altizer | Domestic Product Development |
| Janet Spruill | Domestic Product Development |
| Morris White | Domestic Product Development |
| Susan Wagner | Cabarrus, Production |
| Jim Pflueger | Flavor Development |
| Don Laslie | Filter Development |
- IV. **Potential Projects**
- Merit Ultima Menthol
 - Low sidestream/low aroma

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3mg MERIT

- I. **Objective:** Design and develop a 3mg product with the subjective attributes of a 6mg cigarette.
- II. **Explanatory Introduction:** The Merit Ultra Light product needs revitalization with an added benefit. The benefit identified is equal taste at 3mgs tar to the existing 5mg tar Ultra Lights.
- III. **Strategies:**
- Strategy I:** Design and develop initial prototypes using conventional materials
- | | |
|---------------------------------|------------------|
| A. Prototype modelling | 1st Quarter 1992 |
| B. Prototype production | 2nd Quarter 1992 |
| C. Prototype analytical testing | 2nd Quarter 1992 |
| D. Internal subjective testing | 2nd Quarter 1992 |
- Strategy II:** Design and develop prototypes using new and/or novel components
- | | |
|-------------------------|------------------|
| A. Blend Development | 2nd Quarter 1992 |
| B. Filter Development | 2nd Quarter 1992 |
| C. Paper Development | 2nd Quarter 1992 |
| D. Prototype production | 3rd Quarter 1992 |
- Strategy III:** Evaluate prototypes
- | | |
|----------------------------|------------------|
| A. Baseline POL production | 3rd Quarter 1992 |
| B. Internal testing | 3rd Quarter 1992 |
| C. Monadic POL testing | 4th Quarter 1992 |
| D. Pair comparison testing | 4th Quarter 1992 |

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Strategy IV: Net inclusion -- driven by NET Program timetable.

IV. Resource Allocations:

Warren Claflin	Technical Advisor
Charlie Altizer	Domestic Product Development
Morris White	Domestic Product Development
Jim Pflueger	Flavor Technology
Bill Geiszler	Paper Technology
Don Laslie	Filter Technology
Billy Riggan	Leaf

V. Potential Projects

- 3mg Merit Menthol
- Low sidestream/low aroma and value added

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6mg MERIT

- I. **Objective:** Design and develop a 6mg product with the subjective attributes of a 8mg cigarette.
- II. **Explanatory Introduction:** The 8mg flavor low Merit needs revitalization with an added benefit. The benefit identified is equal taste at 8mg as at 6mg.
- III. **Strategies:**
- Strategy I:** Design and develop initial prototypes using conventional materials
- | | |
|---------------------------------|------------------|
| A. Prototype modelling | 1st Quarter 1992 |
| B. Prototype production | 2nd Quarter 1992 |
| C. Prototype analytical testing | 2nd Quarter 1992 |
| D. Internal subjective testing | 2nd Quarter 1992 |
- Strategy II:** Design and develop prototypes using new and/or novel components
- | | |
|--------------------------|------------------|
| A. Blend investigations | 2nd Quarter 1992 |
| B. Filter investigations | 2nd Quarter 1992 |
| C. Paper investigations | 2nd Quarter 1992 |
| D. Prototype production | 3rd Quarter 1992 |
- Strategy III:** Evaluate prototypes
- | | |
|----------------------------|------------------|
| A. Baseline POL production | 3rd Quarter 1992 |
| B. Internal testing | 3rd Quarter 1992 |
| C. Monadic POL testing | 4th Quarter 1992 |
| D. Pair comparison testing | 4th Quarter 1992 |

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Strategy IV: Net inclusion -- driven by NET Program timetable.

IV. Resource Allocations:

Warren Claflin
Charlie Altizer
Morris White
Jim Pflueger
Bill Geiszler
Don Laslie
Billy Riggan

Technical Advisor
Domestic Product Development
Domestic Product Development
Flavor Technology
Paper Technology
Filter Technology
Leaf

V. Potential Projects

6mg Merit Menthol

Low sidestream/low aroma and value added

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VIRGINIA SLIMS KING SIZE

- I. **Objective:** Design and develop Virginia Slims King Size, Regular and Menthol line extensions
- II. **Explanatory Introduction:** Virginia Slims 100's smokers have become older. Young smokers are not entering the brand. The King Size products with social benefit have been identified as a possible way to attract young smokers while not losing those currently attracted by 100's.
- III. **Strategies:**
- Strategy I:** Develop and design prototypes at 24.0 circumference
- | | |
|---|------------------|
| A. Initial prototype design | February 1992 |
| B. Prototype production | February 1992 |
| C. Prototype analytical testing | March 1992 |
| D. Evaluate alternate blends/flavors | March/April 1992 |
| E. Generic prototypes (generic program) | 1st Quarter 1992 |
- Strategy II:** Develop paper specifications needed to achieve both a 9mg to 11mg LSS product, driven by taste equal to 11mg tar
- | | |
|---|------------------|
| A. Design and produce prototypes | 1st Quarter 1992 |
| B. Determine commercialization of specified paper | 2nd Quarter 1992 |
- Strategy III:** Evaluate application methods for GEV to the cigarette paper
- | | |
|--|----------------|
| A. Develop specifications for GEV | September 1992 |
| B. Develop specifications for GEV added to the rod seam adhesive | November 1992 |
| C. Modify unit to apply adhesive uniformly | November 1992 |
| D. Investigate coating cigarette paper with GEV | September 1992 |

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IV. Resource Allocations:

Linda Wettle
Jim Pflueger
Barbro Goodman
Ray Jones
Pete Talley
Arlington Finley
A. Manwaring
P. Callahan

Domestic Product Development
Flavor Technology
Paper Technology
Operations Services
Engineering
Filter Development
PED

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VIRGINIA SLIMS SUPERSLIMS

- I. **Objective:** Design and develop a 9mg Virginia Slims Superslims regular and menthol
- II. **Explanatory Introduction:** Based on information to date, the VSSS at 6mg tar using low sidestream cigarette paper is rated stronger than Capri at 9-10mg tar. Low sidestream cigarette paper gives a higher strength perception. It is not recommended that the current product be increased in tar since the increased tar would move the VSSS product further away in sensorial perception from Capri.
- III. **Strategies:**
- Strategy I: Develop and design prototypes
- | | |
|---------------------------------|---------------|
| A. Initial prototype production | October 1991 |
| B. Prototype production | December 1991 |
| C. Prototype analytical testing | January 1992 |
- Strategy II: Develop paper specifications needed to achieve 9mg product (LSS)
- | | |
|--|------------------|
| A. Design and produce prototypes with current available papers | 1st Quarter 1992 |
| B. Specify and commercialize paper | 2nd Quarter 1992 |
- Strategy III: Determine filter and ventilation changes necessary to achieve a 9mg product
- | | |
|----------------------------------|------------------|
| A. Design and produce prototypes | 2nd Quarter 1992 |
|----------------------------------|------------------|
- Strategy IV: Consumer testing
- | | |
|----------------|-----------|
| A. POL testing | June 1992 |
|----------------|-----------|

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IV. Resource Allocations:

Linda Wettle
Barbro Goodman
Arlington Finley
Ray Jones
Jim Pflueger
Armine Manwaring

Domestic Product Development
Paper Technology
Filter Technology
Operations Services
Flavor Development
PED

V. Potential Projects:

- Prototypes produced with conventional blends, i.e., Marlboro and B&H Lights -- June 1991
- Prototypes produced with conventional papers and blends -- December 1991
- Cost effective charcoal filter for export

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PARLIAMENT LIGHTS MENTHOL

- I. **Objective:** Develop a 9.0mg tar Parliament Lights Menthol LS FTB, 10's LS FTB, and 100's SP product for Region I test market to compete with Newport Lights.
- II. **Explanatory Introduction:** Expand appeal for Parliament with recessed filters for approximately 28% of smokers in Region I who prefer menthol. Newport Lights is major competitor. Parliament is strong in Region I. Region I is also a strong menthol and box market.
- III. **Strategies:**
- Strategy I:** Develop and design prototypes
- | | |
|------------------------------------|-----------|
| A. Research Newport Lights | July 1991 |
| B. Produce prototypes in Semiworks | July 1991 |
| C. Prototype analytical testing | July 1991 |
- Strategy II:** Refine prototype design
- | | |
|--|------------------|
| A. Redesign prototype to reflect size change from LS to KS | 1st Quarter 1992 |
| B. Refine menthol levels | 1st Quarter 1992 |
| C. Factory trial | 2nd Quarter 1992 |
| D. Trial analytical testing | 2nd Quarter 1992 |
| E. Specifications | 3rd Quarter 1992 |
- Strategy III:** Launch
- | | |
|------------------------|------------------|
| A. CPC approval | 4th Quarter 1992 |
| B. Production start-up | 4th Quarter 1992 |
| C. Region I Launch | 1st Quarter 1993 |

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IV. Resource Allocations:

Warren Claflin
Morris White
Tom Gannon
Judy Ryder
Bill Geiszler
Terry Burgess
Jack Horne
Kevin Thompson
Bill Atkins
Bill Wray
Charlie Hansen

Technical Advisor
Domestic Product Development
Flavor Technology
Filter Technology
Paper Technology
Operation Services
Operation Services
Operation Services
Production
Engineering
Engineering

V. Potential Projects

- Parliament FF Menthol

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B. MARLBORO

MARLBORO

- I. **Objective:** Implement cost effective modifications to the current packings. Extend the Marlboro family line with logically timed and positioned products as determined by market strategies.
- II. **Explanatory Introduction:** Elevate the brands income, share, and volume by providing line extensions in tar positions appropriate to meet PM and competitive needs. Product effective issues for full margin brands include initiatives to adjust blend components and incorporate technological improvements for advancing the quality of the family both in manufacturing and in the market place.

MARLBORO MEDIUM 100's

- I. **Objective:** Develop 100mm line extension of MF Medium KS delivering similar sensory response to the KS product. Position product sensorially between Marlboro Lts and Marlboro Gold Full Flavor.
- III. **Strategies:**
- Strategy I:** Develop and design prototypes
- | | |
|-------------------------|---------------------|
| A. 12mg tar/9.0 puffs | Complete |
| • Design/prototypes | |
| • Consumer testing | |
| • Specifications | |
| B. <13.5 tar/10.0 puffs | |
| • Design | February 1992 |
| • POL production | February 1992 |
| • Specifications | February 1992 |
| C. 14.0 tar/10.0 puffs | |
| • Design | February 1992 |
| • Prototypes | February 1992 |
| D. Product Decision | February/March 1992 |

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Strategy II: Factory trials for national launch

A. 100mm soft pack/box products March 1992

Strategy III: National launch

A. Production start-up April 1992

B. Launch June 1992

Strategy IV: Net Inclusion

A. Net incorporation as dictated by timeframe
of the NET program TBD

B. National launch TBD

IV. Resource Allocations:

J. Spruill/M. White	Domestic Product Development
R. Newsome	Filter Technology
M. Garrett	Flavor Development
B. Joyner	PED

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MARLBORO/MARLBORO LIGHTS

I. **Objective:** Design and implement blend modification studies for component reformulation, off-shore removal and incorporation of higher levels of expanded material.

II. **Explanatory Introduction:**

III. **Strategies:**

Strategy I: ESB reformulation/off-shore removal

A. Design/prototypes	Complete
B. POL testing	Complete

Strategy II: Design and develop prototypes incorporating component reformulations including higher expanded levels.

A. Prototype production	February 1992
B. Evaluations - analytical/subjective	March 1992
C. POL testing	2nd Quarter 1992
D. Refinements	3rd Quarter 1992
E. Implementation	As Directed

Strategy III: NET Inclusion

A. Net incorporation as available by timeframe of NET Program

IV. **Resource Allocations:**

J. Spruill	Domestic Product Development
M. Garrett	Flavor Development
A. Manwaring	PED
R. Keatts	Leaf Department

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MARLBORO EXTRA LIGHTS

- I. **Objective:** Develop line extension which delivers 1.1-1.2 tar/puff at 8.0-9.0mg tar.
- II. **Explanatory Introduction:**
- III. **Strategies:**
- Strategy I:** Design and develop prototypes
- | | |
|----------------------|----------|
| A. Design/prototypes | Complete |
| B. Consumer testing | Complete |
| C. Specifications | Complete |
| D. Factory trial | Complete |
- Strategy II:** Net inclusion
- | | |
|---|------------------|
| A. Net incorporation as available by timeframe of the NET program | 3rd Quarter 1992 |
|---|------------------|
- Strategy III:** Status
- | | |
|---------------|-----------|
| A. Shelf item | Available |
|---------------|-----------|
- IV. **Resource Allocations:**
- | | |
|--------------|------------------------------|
| W. Claflin | Technical Advisor |
| B. Hendricks | Domestic Product Development |
| M. Garrett | Flavor Development |
| A. Manwaring | PED |
| B. Riggan | Leaf Department |
| R. Jones | Operations Services |
- V. **Potential Projects**
- MF Extra Lights Menthol KS/100's
 - MF Extra Lights 100mm Regular

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MARLBORO ULTRA LIGHTS

- I. **Objective:** Develop 6mg line extension in KS and 100's providing enhanced subjective quality and Marlboro character.
- II. **Explanatory Introduction:**
- III. **Strategies:**
- Strategy I: Design, develop, and implement line extension (6mg)
- | | |
|-----------------------------------|---------------|
| A. Factory trial/specifications | February 1989 |
| B. Test market introduction | May 1989 |
| Red pack/cork tipping | |
| Blue pack/white tipping | |
| C. Added test market introduction | October 1989 |
| Red pack/white tipping | |
| D. Specifications | Complete |
- Strategy II: Test market monitoring
- | | |
|------------|------|
| A. Ongoing | 1992 |
|------------|------|
- Strategy III: Net Inclusion
- A. Net incorporation as available by timeframe of the NET program
- IV. **Resource Allocations:**
- | | |
|-------------------------|------------------------------|
| B. Hendricks/J. Spruill | Domestic Product Development |
| M. Garrett | Flavor Development |
| R. Keatts | Leaf Department |
| E. Weston | Operations Services |
- V. **Potential Projects**
- Menthol Companions

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MARLBORO WIDES

- I. **Objective:** Develop KS 80/83mm full flavor/lights products at an increased circumference
- II. **Explanatory Introduction:** Camel Box full flavor/lights wides have been introduced. To capitalize on this opportunity to provide more (27.0mm circumference) to the consumer, steps have been initiated to investigate existing blends, construction parameters, and packaging to add benefits in excess of competition and to deliver product in a timely fashion.
- III. **Strategies:**

Strategy I: Model configurations/produce prototypes in 80/83mm length utilizing Marlboro, Bucks, Bristol blends

- | | |
|---------------------------|---------------------|
| A. Design Models | February 1992 |
| B. NTM designated/ordered | February 1992 |
| C. Prototype production | February/March 1992 |
| D. Analytical/Subjective | February/March 1992 |

Strategy II: Address issues necessary to accommodate R&D and production concerns

- | | |
|---------------|------------------|
| A. Processing | 1st Quarter 1992 |
| • CPI | |
| • Blends | |
| • OV's/CV's | |
| • Loose ends | |
| B. NTM | 1st Quarter 1992 |
| • Paper | |
| • Filters | |
| C. Equipment | 1st Quarter 1992 |
| • Makers | |
| • Packers | |
| • Cartons | |

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Strategy III: Consumer testing definitions

- How/Whys?
- Product definition (FF/Lts, etc.)
- Types
- Market I.D.

1st/2nd Quarter 1992

Strategy IV: Test market/launch to be evaluated

IV. Resource Allocations:

D. Newman	Domestic Product Development
J. Spruill	Domestic Product Development
W. Claflin	Domestic Product Development
M. Garrett	Flavor Development
R. Newsome	Filter Development
E. Woolridge	Engineering
B. Goodman	Paper Development

V. Potential Projects

- Wides in different lengths and delivery categories

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C. DISCOUNT BRANDS

ALPINE

- I. **Objective:** To determine what modifications, if any, are necessary to enhance the performance of the product in the market place.
- II. **Explanatory Introduction:** Previous consumer testing, both Alpine king size and 100's has shown no significant subjective differences from Salem among full flavor smokers. The data base indicates that there is no product problem.
- III. **Strategies:**
- Strategy I: Consumer testing
- | | |
|-----------------------------------|---------------|
| A. POL 04010 Alpine FF, KS, SP | February 1992 |
| B. POL 04009 Alpine Lts, KS, SP | March 1992 |
| C. POL 0690 Alpine Lts, 100's, SP | February 1992 |
- IV. **Resource Allocations:**
- | | |
|------------|------------------------------|
| B. Monahan | Domestic Product Development |
| M. Fleming | PED |

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BUCKS

- I. **Objective:** Design and develop line extensions for Bucks.
- II. **Explanatory Introduction:** Bucks was initially represented in the market place with full flavor and lights KS. Fill voids in the product family. These products are being developed to take advantage of Bucks' name, in extending the family, and to further advise the increasing generic market.
- III. **Strategies:**

Strategy I: Develop and design prototypes

- | | |
|---------------------------------|----------------|
| A. Initial prototype design | September 1991 |
| B. Prototype production | September 1991 |
| C. Prototype analytical testing | October 1991 |

Strategy II: Implement aftercut modification on all line extensions for Bucks

- A. Design and produce the following prototypes with new aftercut:

Bucks 100 Lights	1st Quarter 1992
Bucks 100 Ultra Lights	1st Quarter 1992
Bucks 100 Full Flavor	1st Quarter 1992
Bucks 100 Lights	1st Quarter 1992
Bucks KS Menthol Full Flavor	1st Quarter 1992
Bucks KS Menthol Lights	1st Quarter 1992
Bucks Full Flavor 83mm	1st Quarter 1992

- B. POL testing

Bucks 100 Full Flavor	April 1992
Bucks 100 Lights	May 1992

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Strategy III: Complete specifications and factory trials with packaging.

- | | |
|--|-----|
| A. Determine viable launch schedule | TBD |
| B. Packaging approval | TBD |
| C. Schedule factory trial | TBD |
| D. Final specifications and CPD approval | TBD |

IV. Resource Allocations:

Buddy Peace	Cigarette Technology
Warren Claflin	Technical Advisor
George Yatrakis	Flavor Development
Judy Ryder	Filter Development
Bill Geiszler	Paper Development
Mable Fleming	PED

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Slims 100's

- I. **Objective:** Design and develop a generic 100mm with 23.0 circumference to compete with Misty.
- II. **Explanatory Introduction:** Defensive measure to address 100mm slims market in the price value format. This also represents an alternate for the Virginia Slims product line.
- III. **Strategies:**
- Strategy I:** Develop and design prototypes from existing generic blends.
- | | |
|---------------------------------|---------------|
| A. Initial prototype design | November 1991 |
| B. Prototype production | November 1991 |
| C. Prototype analytical testing | November 1991 |
- Strategy II:** Design refinements fabricate new prototypes
- | | |
|----------------------------------|------------------|
| A. Design and produce prototypes | 1st Quarter 1992 |
| B. Blend decision | 1st Quarter 1992 |
| C. Draft specification | 2nd Quarter 1992 |
- IV. **Resource Allocations:**
- | | |
|------------------|------------------------------|
| Warren Claflin | Technical Advisor |
| Barbara Monahan | Domestic Product Development |
| Truman Foster | Commercial Development |
| Armine Manwaring | PED |
| Sainta Haywood | Operations Services |
- V. **Potential Projects:**
- Generic 100mm 23.0 circumference menthol

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Full Flavor Menthol

- I. **Objective:** Design and develop a generic KS and 100mm menthol full flavor SP
- II. **Explanatory Introduction:** Products are being developed and positioned to fill voids in our existing generic line of products.
- III. **Strategies:**
- Strategy I: Develop and design prototypes from existing blend.
- | | |
|---------------------------------|---------------|
| A. Initial prototype design | October 1991 |
| B. Prototype production | November 1991 |
| C. Prototype analytical testing | November 1991 |
| D. Specifications | December 1991 |
- Strategy II: Launch
- | | |
|------------------------|------------------|
| A. CPC Approval | 1st Quarter 1992 |
| B. Production start-up | April 1992 |
- IV. **Resource Allocations:**
- | | |
|-----------------|------------------------------|
| Warren Claflin | Technical Advisor |
| Barbara Monahan | Domestic Product Development |
| Truman Foster | Commercial Development |
| Mable Fleming | PED |
- V. **Potential Projects:**
- Generic KS and 100mm menthol full flavor box

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E. CONSUMER TESTING

POL's

- I. **Objective:** Generate a data base of strength and liking scores for PM and competitors' products to identify new product opportunities and product/process improvements.
- II. **Explanatory Introduction:** The data base is reviewed on an ongoing basis to identify needs for additional data and those data points needing additional verification.
- III. **Strategies:**
- Strategy I: Routine testing of Philip Morris and competitor's product
- | | |
|---|---|
| A. Compile with PED routine product tests for 1992 | Dependent upon POL requested ship dates |
| B. Issue official POL request sheet | Ongoing |
| C. Review of POL sheets for accuracy and signature approval | Ongoing |
| D. Fabrication requests to Semiworks | As required by schedule |
| E. Coordination/scheduling of Semiworks job requirements to accomplish specified ship dates | As required by schedule |
| F. Submit samples to CI for analytical results | As required by schedule |
| F. Review of analytical vs. product product specifications/historical data | As required by schedule |
| G. Submit to Richmond Panel for subjective approval to ship | As required by schedule |
| H. Communicate accept/reject status to Semiworks for shipment | As required by schedule |
| I. Prepare data for PED/Product Development review | As required by schedule |

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Strategy II: Supply product for non-standard POL's

- | | |
|--|-------------------------|
| A. Determine special production requirements with PED | As required by schedule |
| B. Request product from Semiworks or factory | As required by schedule |
| C. Schedule and coordinate Semiworks job requirements to accomplish requested ship dates | As required by schedule |
| D. Factory packet preparation | As required by schedule |
| E. Coordinate/monitor test production at specified location | As required by schedule |
| F. Submit samples for analytical evaluation | As required by schedule |
| G. Review analytical data for adherence to product specifications and historical data | As required by schedule |
| H. Submit to Richmond Panel for subjective approval | As required by schedule |
| I. Communicate accept/reject status for shipment | As required by schedule |
| J. Prepared data for PED/Product Development review meetings | As required by schedule |

Strategy III: POL's for New Product Development

- | | |
|---|-------------------------|
| A. Identification of new product POL's for testing | As required by schedule |
| B. Coordinate ship dates, semiworks request/production and deadline for results | As required by schedule |
| C. Provide assistance to Project Coordinator as needed for sample production | As required by schedule |
| D. Submit samples for analytical | As required by schedule |
| E. Review analytical data for adherence to product specifications and historical data | As required by schedule |
| F. Submission to Richmond Panel for subjective approval | As required by schedule |

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- | | |
|---|-------------------------|
| G. Communicate accept/reject status for shipment | As required by schedule |
| H. Data preparation for PED/Product Development review meetings | As required by schedule |

Strategy IV: POL's for Product/Process Improvement Programs

- | | |
|--|-------------------------|
| A. Coordination with Flavor Technology for POL's necessary to evaluate product and process improvement changes | As required by schedule |
| B. Coordinate with PED regarding official POL requests | As required by schedule |
| C. Coordinate ship dates, Semiworks request/production and timing | As required by schedule |
| D. Communicate with Product Development coordinator regarding test requirements | As required by schedule |
| E. Submit samples to CI for analytical results | As required by schedule |
| F. Review analytical data for adherence to product specifications and historical data | As required by schedule |
| G. Notify Flavor Technology that cigarettes are complete and request their evaluation | As required by schedule |
| H. Submit to Richmond Panel for subjective approval | As required by schedule |
| I. Communicate accept/reject status of prototypes evaluated by the Richmond Panel | As required by schedule |

III. Resource Allocations:

PED	Panel Dependent
Semiworks	D. Birdsong
Operations Services	As assigned
Technical Services	As assigned
CI Laboratory	Group
Domestic Product Development	D. Atkinson-Ballos
Flavor Technology	Program Dependent
Flavor Smoking Panel	Program Dependent
Richmond Smoking Panel	
Precon	

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Product Technology

PRODUCT DEVELOPMENT TECHNOLOGY

- A. Low Tar / High Flavor
- B. Project Art
- C. Project Ambrosia
- D. Consumer Testing To be supplied by PED
- E. Consumer Testing To be supplied by PED
- F. (New Packaging Concepts) Added value to be supplied by John Hearn
- G. Data Base Management B. Maher

Should be Stratetic Goal #3

2021554926

LOW TAR/HIGH FLAVOR

- I. **Objective:** Develop new technologies which will allow us, within the next two to four years, to produce "Ultra Low" tar, 2 to 4mg, cigarettes with the sensorial experience of "Lights" or "Full Flavored" cigarettes.
- II. **Explanatory Introduction:** Recent developments in filter and paper technology, innovative use of expanded tobacco and blending, and creative flavor development have led to the successful development of exceptionally good "Ultra Low" delivery cigarettes; "Merit Ultima."[®] These cigarettes will, however, have only limited appeal to "Lights" and "Full Flavor" smokers.

Several interesting things have happened both within and outside the tobacco/cigarette industry. We are seeing competition for our consumers form outside our industry, primarily from the drug industry. The "competing" products are, for example, nicotine chewing gum, nicotine patches and inhalers.

Within our industry, Premier by RJR and Delta, our response, and most notably our Beta, have demonstrated unique ways to compete with "conventional" cigarettes. These cigarette-like articles have also demonstrated the gross inefficiency of our conventional products. Full flavor cigarettes use 750mg of filler to deliver 16mg of tar and Ultra Low tar cigarettes use 500mg of filler to delivery 1-2mg of tar. Beta uses about 40mg of tobacco to provide subjective response.

If we use new technology, learn from Beta and what the competition is doing, we can maximize what we do best, make cigarettes minimizing the tobacco and tar and maximizing the nicotine delivery. We should be able to produce a product that appears to perform similarly to conventional cigarettes but with very little "tar" (2-4mg) and about 1mg of nicotine, and with the sensorial satisfaction of a 12-14mg cigarette.

III. **Strategies:**

- Strategy I:** Determine the parameters that control the temperature of a cigarette with the goal of reducing the temperature to somewhat above the distillation temperature of nicotine but below combustion temperatures and develop technologies to achieve this goal.
- Strategy II:** Minimize the amount of selected filler for cigarette construction.

- Strategy III:** Determine the type of tobacco material to be designed to aid in control of burn rate, puff count, and generation of specific compounds such as water.
- Strategy IV:** Determine how to develop filters to provide satisfactory resistance with minimal filtration properties for specific compounds such as nicotine and water.
- Strategy V:** Develop cigarette papers to prevent "rod collapse" and provide positive sidestream and mainstream attributes.
- Strategy VI:** Determine and develop flavor compounds to be added to the smoke to enhance the sensorial effect.

Tactics:

Participation required from:

Domestic Product Development and Support
NET
Flavor Technology
Tomorrow
Cast Leaf
Chemical Research
ARD
Paper Technology
Filter Technology
NPP
Process Development

2021554928

STRATEGIC GOAL 3

ART PROGRAM **1992 OPERATIONAL PLAN** **February 10, 1992**

PROGRAM OBJECTIVE

Develop subjectively acceptable products with a significant reduction in nicotine delivery from filler which, through supercritical CO₂ extraction, has a reduction in nicotine content.

INTRODUCTION

The purpose of this program is to address consumers' desires with new technology driven products. To be more specific, to add value to our products by addressing the perceived health concerns of our consumers. ART Technology (supercritical CO₂ extraction) offers us a means for lowering the nicotine delivery of our products while maintaining tar delivery. To the best of our knowledge, none of our competitors have developed this technology to the point of commercialization as has Philip Morris. Therefore, if our products are successful, it would be some time before we would face any competition in this area.

The objectives of this program are two fold. Our primary objective is to develop subjectively acceptable low tar products with a nicotine-in-smoke delivery of <0.1 mg/cigt. Our second objective is to develop families of products which deliver 50% of the nicotine of a conventional product at equal tar with comparable subjective response.

The major obstacle we face with this program is overcoming the subjective deficits encountered when the nicotine is removed from the filler. These deficits take the form of low to no impact and a pronounced off-taste. The main thrust of this program is to improve the subjective character.

A. DE-NIC PROGRAM

- I. **Objective:** Develop a family of subjectively acceptable low tar, regular and menthol products from filler which, through supercritical CO₂ extraction, has a residual nicotine level of <0.1%.

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II. Strategies:

Strategy 1 - Support the current test market in Phoenix.

1. Provide subjective and analytical support for production of test market allocation.

Responsible Person: Tom Gannon

Completion Date: As requested

Strategy 2 - Subjective Development/Incremental Change

Tactics:

1. Flavor Technology work continues to evaluate new flavor systems which offer an improved subjective profile. This work includes the evaluation of existing flavor materials as well as the evaluation of flavor precursors and novel botanical extracts.

Responsible Person: Tom Gannon

Completion Date: 4th Quarter, 1992

2. Modification of filler pH through application of basic materials in the casing:

Responsible Person: Tom Gannon

Completion Date: 2nd Quarter, 1992

Complete evaluation of Calcium hydroxide casing systems.

Completion Date: 1st Quarter, 1992

Evaluate other materials to alter the pH of filler.

Completion date: 2nd Quarter, 1992

3. Evaluation of construction variables and new/novel filter systems for an improved subjective profile. Produce and evaluate the following prototypes:

10-058-A cigarette paper with 35% expanded at 9 mg tar (the Half-Nic cigt design) -- 1st Quarter, 1992

Dual-CA/PCC filter with lower ventilation than the current De-Nic cigarette construction -- 2nd Quarter, 1992

Dual-CA/Paper filters -- 2nd Quarter, 1992

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Evaluate optimized cigarette construction developments from the Half-Nic program -- 3rd Quarter, 1992

Responsible persons:

Construction: Barbara Hendricks

Filters: Greg Patron

4. Evaluate any technology developed in the Half-Nic portion of the ART program that yields an improved subjective profile.

Strategy 3 - Bermuda Hundred Production Facility Support

Provide all necessary support for the production facility as requested.

Strategy 4 - Support of Low Tar/High Flavor Program

Provide all necessary support for the Low Tar/High Flavor program as requested.

Strategy 5 - Evaluate and develop process modifications for the utilization of ART process by-product tobaccos.

Development of process modifications for use of post-ART stems continues. Testing in sheet materials involves substitutions for stem in RCB and RL's to determine acceptable levels. Tests of CA stems in RCB replacing Burley stems are in progress. A recommendation was made to include DLF-3B into all expanded ET products at a rate of 4% before expansion. This was implemented at the MC and Cabarrus plants on August 5, 1991 and is expected to be complete during the 1st quarter of 1992.

Responsible Person: J. Swain

Complete Date: 2nd Qtr. 1992

Strategy 6 - Utilize any information or technology developed in the Sensory Technology Program.

Responsible Persons:

Sensory Technology: R. Carchman

ART Program: G. N. Yatrakis

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B. HALF-NIC PROGRAM

- I. **Objective:** Through the use of PM proprietary technology (ART), develop families of products which deliver 50% of the nicotine of a conventional product at equal tar with comparable subjective response.

II. **Strategies:**

Strategy 1 - Half-Nic Development

Tactics:

1. Modification of filler pH through application of basic materials in the casing:

Complete evaluation of Calcium hydroxide casing systems.

Completion Date: 1st Quarter, 1992

Initiate POL testing: 1st Quarter, 1992

Evaluate other materials to alter the pH of filler.

Completion date: 2nd Quarter, 1992

POL testing: 2nd Quarter, 1992

Responsible Person: Tom Gannon

Completion Date: 2nd Quarter, 1992

2. Evaluation of construction variables and new/novel filter systems for an improved subjective profile. Produce and evaluate the following prototypes:

Dual-CA/PCC filter with lower ventilation than the current Half-Nic cigarette construction at 9 mg Tar -- 2nd Quarter, 1992

Dual-CA/Paper filters -- 2nd Quarter, 1992

Responsible persons:

Construction: Barbara Hendricks

Filters: Greg Patron

3. Produce and evaluate prototypes at various tar deliveries.

~16 mg Tar, ~0.55 mg nicotine, KS and 100 mm, regular and menthol, with maximized Tar per Puff.

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Low Tar (~5 mg), ~0.2 mg nicotine, KS and 100 mm, regular and menthol with maximized Tar per Puff.

Responsible Persons:

Construction: Barbara Hendricks

Filler/coordination: Tom Gannon

Completion Date: 2nd Quarter, 1992

4. **Casing/Aftercut Development** -- Laboratory development of flavor systems will be ongoing throughout the cycle of development described above. Final flavor systems will be geared toward accentuating strength, tobacco flavor and developing a balanced product.

Responsible Person: Tom Gannon

Completion Date: 3rd Quarter, 1992

Strategy 2 - Optimize construction, subjective presentation and initiate POL testing of finished models

Initiate POL testing: 3rd Quarter, 1992

C. RESOURCE ALLOCATION ART PROGRAM

Flavor Technology Division	2.00
Cigarette Technology Division	0.50
Filter Technology Division	0.25
Analytical Research Division	1.00
Cigarette Testing	0.50
Tobacco Processing and Fabrication	2.50
Total	6.75

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PROJECT AMBROSIA I

- I. **Objective:** Develop cigarette prototypes which exhibit a vanilli-like sidestream aroma.
- II. **Explanatory Introduction:** Development initiated to meet competitive challenge of the Horizon brand. Product line will address social acceptability benefit.

III. **Strategies:**

Strategy I: Design, develop and POL test prototypes

- | | |
|---|------------------|
| A. POL test 23.0/100mm regular and menthol
9 and 11mg tar products | 2nd Quarter 1990 |
| B. POL test 24.0/100mm | 2nd Quarter 1990 |
| C. Ad Pack test | 3rd Quarter 1990 |
| D. POL test 24.8/100mm regular and menthol
.15 and 3mg/cigt. GEV targets | 2nd Quarter 1991 |
| E. 24.8/85mm prototypes | 4th Quarter 1991 |
| F. Focus group test 24.8/85mm vs. 24.0/100mm | 4th Quarter 1991 |

Strategy II: Commercialization of GEV and application method to product

- | | |
|---|----------------|
| A. Develop specifications for GEV | September 1992 |
| B. Develop specifications for GEV added to the
rod seam adhesive | November 1992 |

IV. **Resource Allocations:**

Linda Wettle
Barbro Goodman
Pete Talley
George Yatrakis

Domestic Product Development
Paper Technology
Engineering
Flavor Development

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PROJECT AMBROSIA II

- I. **Objective:** Develop 24.8 KS and 24.0 100mm cigarettes which provide reduced visible sidestream and acceptable mainstream taste.
- II. **Explanatory Introduction:** Program initiated to increase share and volume by providing either a free standing or line extension of existing brand to address a consumer benefit for the smoker in sidestream visibility reduction, reduced sidestream aroma or a combination of the two.
- III. **Strategies:**
- Strategy I:** Design and develop prototypes at 24.8 circumference KS and 24.0 circumference 100mm
- | | |
|-----------------------------|----------|
| A. Prototype production | Complete |
| B. Consumer testing Phase I | Complete |
- Strategy II:** Refinement of paper specifications/commercialization and improvements for mainstream taste
- | | |
|---|------------------|
| A. Identify paper and parameters for commercial manufacture | TBD |
| B. Prototype production | 4th Quarter 1992 |
| C. Consumer testing | 1st Quarter 1993 |
- IV. **Resource Allocations:**
- | | |
|------------------|------------------------------|
| Linda Wettle | Domestic Product Development |
| Jim Pflueger | Flavor Development |
| Barbro Goodman | Paper Technology |
| Barbara Joyner | PED |
| Mable Fleming | PED |
| Arlington Finley | Filter Development |

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G. COMPUTER APPLICATIONS

DATA BASE MANAGEMENT (COMPUTER MODELLING)

- I. **Objective:** Design and implement an integrated modelling and data base management for Product Development.
- II. **Explanatory Introduction:** Product Development uses a few but important computer programs. They also interface with groups employing their own independent applications. Due to the different originators and variety of applications involved, information control and exchange is cumbersome. A system tailored to the informational flow and needs of product development will reduce prototype development time and errors. The system will be designed to interface with those implemented by the Supply Chain Project.
- III. **Strategies:**
- Strategy I: System Requirements Analysis
- | | |
|---|------------|
| A. Identify enhancements to "design" | March 1992 |
| B. Identify all relevant information and responsible people | May 1992 |
| C. Present findings to management | June 1992 |
- Strategy II: System Design
- | | |
|--|-------------|
| A. Define system layout and necessary hardware, data and user interfaces | August 1992 |
| B. Present to management | August 1992 |
- Strategy III: Software Requirements
- | | |
|-------------------------------------|----------------|
| A. Identify usable "as-is" programs | September 1992 |
| B. Identify PM designed modules | September 1992 |

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Strategy IV: Preliminary Design

- | | |
|--|---------------|
| A. Data interface/interchange definition | November 1992 |
| B. User interface definition | January 1993 |
| C. Present to management and group | February 1993 |

Strategy V: Detailed Design

- | | |
|--|-----------|
| A. Refinement of user interface definition | June 1993 |
| B. Present to management and group | June 1993 |

Strategy VI: Coding and Testing

- | | |
|--------------------------------|---------------|
| A. Individual interface coding | December 1993 |
| B. Coding of PM custom modules | February 1994 |

Strategy VII: Software and Hardware Integration

- | | |
|--|------------|
| A. Bring first users online for testing purposes | March 1994 |
| B. Identify and fix system deficiencies | April 1994 |
| C. Final draft of documentation prepared | June 1994 |

Strategy VIII: Operations and Maintenance

- | | |
|--|-------------|
| A. Release system to Product Development | July 1994 |
| B. Turnover of software and documentation to CAD | August 1994 |

Strategy IX: Supply Chain Project

Similar strategies and tactics will follow. Timetables will be established and resources identified as Supply Chain systems are developed and implemented.

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IV. Resource Allocations:

C. Altizer
Product Development, USA
W. Claflin
S. Baldwin
J. Smith
PED Coordinator
Semiworks Coordinator
CI/QA Coordinator
Operations Services Representative
W. Dwyer
B. Good
R. Lipps

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Existing Product Support

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ET/NET PRODUCT INCLUSION

Objective: To substitute and evaluate NET materials in existing brands.

Introduction: NET expanded materials are to be used in existing brands to increase yield and filling power. These improvements will have to be demonstrated, as well as, not effecting the subjectives of the particular brand.

Strategy I: Evaluate the substitution of NET processed #10 bright for DETA and incremental replacement of bright.

Tactics

Timetable

NET vs DETA at 12% in Marlboro cigarettes to determine physicals.

February, 1992

Incremental increase above 12% NET to test physical and subjective effects.

March, 1992

Strategy II: Evaluate models that incorporate NET processed BLDET, burley and bright in various brands initially at current rates. The qualification of increased levels of NET materials in the various blends will be done on a secondary basis. Merit, Merit Ultra Lights, and Marlboro will be evaluated first.

Tactics

Timetable

Subjective evaluations of NET processed BLDET, burley, and bright as 100% components

March, 1992

Optimize expansion parameters of burley and oriental

June, 1992

Subjectively evaluating new blends designed by Blend Development

June, 1992

Incorporation of NET materials in Merit and Merit Ultra Lights

June, 1992

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Casing and Flavor modifications, if necessary	September, 1992
POL Testing	December, 1992
Modifications, if necessary	April, 1993
Recommendations and final report	June, 1993

Resources:

Flavor Technology	B. Taylor-0.20 man-years
Flavor Technology	J. Swain 0.10 man-years
Leaf Blend Group	C. Moogalian
Process Developmnet	J. Dobbs
Cigarette Technology	B. Peace
Semiworks	G. Romig/J. Warren
CTSD	J. Lightner

2021554941

**Packaging Studies: Operational Plan
1992**

Strategic Goal 1: Support the company's present product lines and business operations.

I. Objective: Qualify suppliers of waterborne printing inks in order to meet fast flow inventory criteria and to have one family of brands printed with this technology.

Strategies/Tactics - Timetables

Strategy: Establish a partnership with an ink company committed to waterborne inks.

Tactic/Timetable: Provide input to Purchasing on selection of an ink company
March, 1992

Provide technical support on an as-requested basis.

Strategy: Develop an analytical procedure for determining specification levels of waterborne ink components in packaging material.

Tactic/Timetable: Investigate analytical techniques for quantitating components in this ink system.

March, 1992

Transfer method to QA and vendors.

September, 1992

Strategy: Correlate levels of waterborne ink components with subjective acceptability.

Tactic/Timetable: Determine the organoleptic threshold of components by evaluating each individually and in a mixture.

December, 1992

Strategy: Develop printing specifications for printed waterborne packaging material with respect to inks, lacquers, solvents and substrates.

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Tactic/Timetable: Evaluate each component for analytical and subjective acceptability.
December, 1992

Provide service to Purchasing when evaluating new components on an as-requested basis.

Strategy: Support the evaluation of new ink systems and/or vendors.

Tactic/Timetable: Provide analytical and subjective evaluation of new items on an as-requested basis.

Resource Allocations:

Flavor Technology:	B. Mait - Program Coordinator	- 0.5 man years
	R. Hale - Basic Investigations	- 0.5 man years
	T. Cravotta - Subjective Evaluations	- 0.5 man years
Analytical Division:	D. Ingraham - Analytical Support	- 0.3 man years

II. Objective: Qualify suppliers of offset printing for use on promotional items and low volume brands.

Strategies/Tactic - Timetable

Strategy: Develop an analytical procedure for determining specification levels of offset ink components in packaging material.

Tactic/Timetable: Investigate analytical techniques for quantitating components in this ink system.

July, 1992

Transfer method to QA and vendors.

September, 1992

Strategy: Correlate levels of offset ink components with subjective acceptability.

Tactic/Timetable: Determine the organoleptic threshold of components by evaluating each individually and in a mixture.

December, 1992

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Strategy: Develop printing specifications for printed offset packaging material with respect to inks, lacquers, solvents and substrates.

Tactic/Timetable: Evaluate each component for analytical and subjective acceptability.
December, 1992

Provide service to Purchasing when evaluating new components on an as-requested basis.

Strategy: Support the evaluation of new ink systems/vendors.

Tactic/Timetable: Provide analytical and subjective evaluation of new items on an as-requested basis.

Resource Allocations:

Flavor Technology:	B. Mait - Program Coordinator	- 0.5 man years
	T. Cravotta - Subjective Evaluations	- 0.5 man years
	R. Hale - Basic Investigations	- 0.5 man years
Analytical Division:	D. Ingraham - Method Development	- 0.5 man years

III. Objective: Develop a working database for Packaging Studies. This database will contain information on vendors, ink formulations, substrates, lacquers, solvents, etc. This database will be capable of searching by various fields of input.

Strategy/Tactic-Timetable:

Strategy: Work with Computer Applications Division on developing the necessary software for the database.

Tactic/Timetable: Database to be installed. July, 1992

Resource Allocations:

Computer Applications - R. Lipps	- 0.3 man years
Packaging Studies - R. Dunaway	- 0.5 man years

IV. Objective: Determine the effects of high barrier film on our products.

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Strategy/Tactics-Timetable:

Strategy: Support Quality Engineering in the investigation of new high barrier film for use on our products.

Tactic/Timetable: Continue representing Packaging Studies on the Cigarette Shelf Life Improvement Team.

Provide analytical and subjective evaluation of films on an as-requested basis.

Resource Allocation:

Packaging Studies - 0.3 man years

V. Objective: Monitor and qualify promotional items received from Purchasing.

Strategy/Tactic-Timetable:

Strategy: Evaluate the promotional items for material, chemical and subjective acceptability.

Tactic/Timetable: Report analytical and subjective results to appropriate personnel on an as-requested basis. Subjective evaluation will continue until an analytical procedure is in place to qualify these items.

Resource Allocations:

Flavor Technology - B. Mait/R. Dunaway, Coordinators	- 0.5 man years
R. Hale - Analytical	- 0.3 man years
T. Cravotta & Packaging Panel - Subjective Evaluation	- 0.25 man years

VI. Objective: Qualify packaging material for new brand introductions, line extensions and package graphics changes.

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Strategy/Tactic-Timetable:

Strategy: Evaluate new material for analytical and subjective results and report to appropriate personnel on an as-requested basis.

Resource Allocation:

B. Mait/R. Dunaway, Coordinators	- 0.5 man years
R. Hale - Analytical	- 0.5 man years
T. Cravotta & Packaging Panel - Subjective Evaluation	- 0.25 man years

Packaging Studies Resource Allocations:

Project Leader	1 man year
Scientist	1 man year
Product Testing Tech II	1 man year

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Hoechst High Barrier Films
(Support to Quality Engineering)

- Objective:** To determine the impact of the improved sealant layer developed by Hoechst for their high barrier OPP films, on pack seal efficiency. To determine the impact of the Hoechst film on the product's ability to maintain targeted moisture levels in the desert and jungle rooms. To perform a preliminary subjective test to qualify the Hoechst High Barrier films.
- Introduction:** Preliminary machine evaluations were conducted in September, 1991, which indicated the Hoechst ZNA-25 HB (100 G) had superior sealing characteristics as compared to our standard (Mobil BSR-80 G). Indications also showed approximately a 30% improvement in moisture barrier properties when exposed to adverse conditions(desert and jungle conditions).
- Strategies:** Repeat the testing conducted in September, 1991, to confirm the sealing characteristics of the Hoechst HB ZNA-25 on the high speed wrapper (GD 500) and the moisture barrier properties. To determine the sealing characteristics of Hoechst HB ZNA-20 (80 G) and Hoechst HB ZNA-30 (120 G). Define the sealing characteristics of each of the above and compare the results to the Mobil overwrap. Determine the moisture barrier properties of each and the impact on subjectives with the improved moisture barrier materials.

Tactics

Timetables

Production of Marlboro LS with the control (Mobil) and Hoechst films.

initial subjectives prior to testing

February, 1992

Initiate testing under adverse conditions

February, 1992

Subjective evaluation of the conditioned samples on a weekly basis until subjectives are unacceptable for the improved films

May, 1992

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Recommendations	June, 1992
Repeat testing, if needed	July, 1992
Subjective evaluation, as needed	December, 1992

Resources:

Testing	G. Overstreet 0.25 man-years
Subjective evaluation	T. Cravotta/V. Willis 0.20 man-year
CTSD	J. Lightner - 0.02 man-years
ARD	B. Handy - 0.01 man-years

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RJR Flavorseal Overwrap

Objective: Determine if products with Flavorseal packaging maintains their physical, chemical and subjective properties longer than products with polypropylene overwrap.

Introduction: RJ Reynolds uses a metallized polyester overwrap on their Winston and Salem brands. They claim this overwrap keeps the product fresher, longer. This series of tests will look at the products under various environmental conditions to determine if freshness is maintained. The environmental conditions to be tested are ambient, desert, jungle and cycled (inhouse conditioning chamber). The conditions are to cover the possibilities that a product could encounter in the marketplace.

Strategy: Compare the polypropylene overwrap with the Flavorseal overwrap for the Winston and Winston Lights 100's SP and Salem and Salem Lights 100's SP.

Tactics

Timetables

Recommendation on test set-up	February, 1992
Initiate environmental testing	March, 1992
Complete environmental testing. Subjective evaluation every two weeks for the first two months, then monthly for the last four months	September, 1992
Subjective based recommendations	October, 1992

Resources:

Testing (CTSD, QE and ARD)	C. Spielberg, B. Rech and B. Handy - 0.05 man-years
Subjective evaluation	V. Willis and K. Deane 0.04 man-years

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Factory Primary Support 1992 Operational Plan

Objective: To provide support for the subjective qualification of factory primary modernization programs.

Introduction: Factory primary equipment requires periodic upgrades and modernization for more efficient and cost effective processing of tobacco prior to cigarette production. All equipment changes require subjective evaluation and qualification prior to implementation to assure product integrity. Flavor Technology (D. Spruill and subjective panels) will continue this support function as needed throughout 1992.

Strategy #1: Qualify the new MZM export strip operation at McKinney, VA.

Tactics: Compare the current MZM operation with the new MZM facility by preparing products from each location and by performing subjective evaluations for product/process qualification. February, 1992

Strategy #2: Qualify new P&S Dryer #3 at the MC.

Tactics: Burley tobacco will be processed at single and double rates.

Analytical and subjective evaluations of 100% burley and Marlboro cigarettes will be performed to qualify the dryer at both rates. March, 1992

Strategy #3: Replace and qualify P&S Dryers #1 and #2 at the MC.

Tactics: Evaluate new dryers at single rate.

Prepare cigarettes (100% burley and Marlboro) and evaluate both analytically and subjectively for dryer qualification. September, 1992

Strategy #4: Replace and qualify A/C cylinders at the MC.

Tactics: Install one large capacity cylinder, prepare cigarettes and qualify this cylinder subjectively.

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Systematically, remove remaining A/C cylinders and qualify each individually as above. July, 1992

Resource Allocations:

Flavor Technology	0.30
Tech. Services	0.05
CTSD	0.05
ARD	0.05
Semi-Works	0.07
Cigarette Technology	0.03
QA and Mfg. Engineering	
Total R&D	0.50

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Small Scale Process Improvement

Objective: To achieve parity with large scale so that sample size would be the only factor for determining whether requests are produced in Small Scale or Large Scale.

Introduction: Modifications were made in the small scale processing in 1991 to bring the processing conditions of the small scale closer to that of large scale. The modifications included the installation of new equipment, and changes in the existing equipment. Since most of the jobs that are requested in small scale have a master blend that was produced in large scale and additional flavor systems are applied in small scale, it was agreed that the process would be qualified from the aftercut system backward. The "old" small scale process still exists (with the exception of a change in the aftercut application) and will be used as in the past.

Strategy #1: Small Scale Processing will continue to be used as a screening tool to reduce the number of samples requested for large scale processing.

Tactics

Timetables

Casings, flavors and blends to be screened from the small scale process prior to making larger quantities in the large scale process

Ongoing

Strategy #2: Establish operating procedures and processing parameters for the new equipment.

July, 1992

Strategy #3: Examine the individual processing steps and strive to understand and minimize the differences between Large Scale and Small Scale.

Tactics

Timetables

Investigate the aftercut application

March, 1992

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Investigate the conditioning, cutting and drying	April, 1992
Investigate bright/oriental casing	June, 1992
Investigate burley top casing	July, 1992
Investigate burley spray	August, 1992
Investigate rotary batch conditioning (vs vacuum conditioner)	September, 1992
Investigate total process	October, 1992
Recommendation	December, 1992

Resources:

Processing	T. Skidmore - 0.2 man-years
Subjective evaluation	K. Deane - 0.01 man-years
Subjective evaluation	C. Scott - 0.02 man-years
CTSD	J. Lightner - 0.01 man-years
ARD	B. Handy - 0.01 man-years

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Tobacco Materials and Reclamation

- Objective:** Subjectively evaluate returned goods and/or out of specification filler to determine most cost effective disposition.
- Strategy:** Determine most cost effective disposition (rippers, expanded, sheet products) of filler while maintaining subjective integrity.
- Tactic:** Prepare cigarette models, determine subjectives, and recommend disposition.
- Timetable:** As requested.
- Resources:** As required.

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Processing Plant Support

PARK 500

RL's

Objective: Provide Flavor Technology support to Park 500 for flavor systems and process modifications to address capacity, economic, environmental and overall quality issues.

Introduction: Evaluation of feedstock humectant level, flavor replacements and equipment modifications have continued to support production in maintaining quality. Implementation of the dry flavor replacement and process modifications contributed to improved processing. Support in 1992 will address feedstock issued such as Class tobacco utilization and alternate denitration options.

Strategy I: Provide support for the evaluation of by-products utilization at Park 500.

Tactics

Timetable

Identify potential ranges of usage from previous tests if available

As requested

Evaluate in RL Pilot Plant prior to Park 500 feedstock

As needed

Stability/Usage of Class W from production sources to Park 500

May, 1992

Strategy II: Develop and evaluate alternate denitration options with Process Development through separate Burley stem processing.

Tactics

Timetable

Apply experiences learned from alternate jobbers trials of separate stem processing.

RL Pilot Plant trials of RLTC and RLB. Complete

Chemical and physical analyses of RL's

February, 1992

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Semiworks trials for physicals and subjective testing	March, 1992
Cigarettes analyses and panel tests	April, 1992
Subjective (Go/No go) decision to go to Park 500 RL's	June, 1992
Production trials at Park 500 - Similar tactics as above from Pilot RL's	August, 1992
Complete POL consumer tests, physical tests, and product cost of discarding and treating of burley stem solubles	November, 1992

Resources:

Flavor Technology	B. Taylor - 0.20
Flavor Technology	J. Swain - 0.10
Process Development	R. Uhl/R. Ellis
Process Engineer(Park 500)	D. Saunders
Cigarette Technology	B. Peace
Semiworks	G. Romig/J. Warren
CTSD	J. Lightner
PED	M. Jeltema

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Processing Plant Support

BL PLANT

RCB

I. Increased Line Speed

Objective: To increase capacity by increasing line speed.

Introduction: Trials began in June, 1991 to increase line speed from 330 fpm to 350 fpm without changing subjectives. The increase line speed at normal solids levels (18.5%) required higher drying temperatures to maintain a 16.0% moisture. Trials in June (1-3) and July (1-3) were ineffective to find the correct dryer profile to maintain subjective parity.

A third series of trials were conducted in November (4-6). These incorporated temperatures in-between the June and July series. It was indicated that temperatures in the initial zones (1-3) have a greater influence on subjectives. The test with the closest average temperature (680°F) to the control (675°F) showed no subjective differences. This test (6) is presently being prepared for POL 03012.

Strategy I: In order to predict dryer temperature profiles at 350 fpm for the other two lines, a better understanding of the dryers is needed. Therefore, a dryer study should be conducted to establish temperature profiles in the following manner:

Tactics

Timetable

A. Document Dryer Operation-All lines

1. Baseline OV profiles
2. Baseline air flow/temperatures
3. Baseline subjectives
4. Environmental sampling

April, 1992

B. Modify Line 3

1. Adjust Line 3 dryer setup to Line 1
2. Subjective evaluations

May, 1992

C. Modify Line 2

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1. Adjust Line 2 dryer setup to Line 1
 2. Subjective evaluations
 3. Subjective baseline of Line 2 and Line 3 modifications
- October, 1992

Strategy II. Once the modifications to the dryer temperatures are complete, the speed-up trials will be conducted in the following manner:

Tactics

Timetable

A. Speed-Up Trials:

1. Line 2 trials
2. Internal subjectives
3. Line 3 trials
4. Internal subjectives

February, 1993

B. Subjective Evaluations of the 3 Lines Combined:

1. Internal evaluations
2. Conduct POL of RCB(3 Lines)

April, 1993

C. Recommend speedup to BL Plant, if feasible

June, 1993

II. Dry Flavor Replacement

Objective: Develop a liquid flavor system to replace dry flavors in RCB while maintaining subjective parity.

Introduction: The BL Plant is presently using a dry flavor system. The flavors are blended with the production dust and the mixture is not homogeneous. In an effort to produce a more consistent sheet, liquid flavors will replace dry flavors. This will also reduce cleanup in the blending area.

Two sheets were produced in September using 75-700 and 75-700 + 02-130 instead of dry flavors. These prototypes were evaluated and the sheet with 75-700 was selected for further testing. A POL was produced which showed no significant differences.

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Implementation has been recommended to the BL Plant.

Strategy: Implementation will be supported by the preparation of drums of 75-700 at the Flavor Center and personnel will monitor the initial startup. Initial RCB (100%) cigarettes will be subjectively evaluated by members of Group 2305.

III. Mentholated Tobacco Dust (Class 6)

Objective: To increase the utilization level of mentholated tobacco dust in RCB.

Introduction: The current level of mentholated tobacco dust used in RCB is 15% (14.5% Class 6 and 0.5% Class 4M). However, with the present inventory and future plans for generation of Class 6, increased utilization in RCB has been proposed.

During 1991, levels of 15%, 25% and 30% in finished sheet were produced in the Cast Leaf Lab. No menthol was detected subjectively or analytically. Therefore, the above was reproduced in the Process Chemistry and Tobacco Fundamentals Lab. No menthol was subjectively or analytically detected by this process either.

Strategy: Due to the fact that menthol was not detected by either method, trials have been requested in the Cast Leaf Pilot Plant in April prior to production trials.

Tactics

Timetable

Subjective evaluations will be conducted by Cast Leaf Panel and FTD's Panel in Marlboro. Selection of a level of Class 6 for BL Plant trials will be based on the results.

June, 1992

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Trials at the BL Plant with the higher level of Class 6 will be requested per BL Plant's schedule.

July, 1992

- a. The same subjective procedures will be followed as above with the addition of the MC Panel prior to requesting a POL.

August, 1992

- b. Upon completion of qualification tests, recommendation will be made to Leaf Department.

October, 1992

IV. Unwashed Burley Stems

Objective: To evaluate unwashed replacing washed burley stems in RCB to address environmental effluent issues.

Introduction: In August the BL Plant produced RCB using unwashed Burley stems, samples of sheet, slurry and dust were sampled for chemical analyses in an effort to track $\text{NO}_3\text{-N}$ content.

After internal panel evaluations, a POL was produced using the unwashed burley stems in RCB, but due to low tar values it was not released. A decision was made to remake the test RCB with unwashed burley stems, reduced humectants and liquid flavor for qualification of the combination of changes.

Strategy: Subjectively qualify unwashed burley stems in production RCB.

Tactics

Timetable

BL Plant trial of RCB with unwashed burley stems, reduced humectants and liquid flavor.

February, 1992

2021554960

Review of NO₃-N impact on smoke from
use of the RCB in blends (R. Uhl, J.
Charles and M. Bourlas). February, 1992

Evaluations of impact on cigarette
yield/filling power (R. Uhl). March, 1992

Subjective qualification-POL test April, 1992

If implementation is feasible, equipment
modifications to bypass extractor and
press are anticipated (J. Gomes). May, 1992

Resources:

Flavor Technology	B. Hoskin - 0.30 man years
Flavor Technology	J. Swain - 0.10 man years
Process Development	R. Uhl
Process Development	G. Gellatly
Process Development	R. McFadden
BL Plant Engineer	R. Smith
Cigarette Technology	B. Peace
Semiworks	G. Romig/J. Warren
CTSD	J. Lightner
ARD	C. Ament

2021554961

ALTERNATE SHEET SOURCING

Objective: To qualify potential alternate sources of RL to address capacity issues.

Introduction: Domestic feedstock trials at Spotswood and LTR failed to subjectively replace RLTC while ARL showed more promise. Modes of processing the Burley stems were identified as contributing to the subjective differences in the RL Pilot Plant. Completed LTR trials with European feedstocks and RLTC flavor system were made to confirm the influence of processing differences.

Strategy: Develop and evaluate alternate(Jobbers) sources of RL with the RLTC flavor system to address long term capacity and European sourcing issues.

Tactics

Timetable

Subjective results of screening 100% LTR cigarettes by PME Leaf Group were similar to our Group's results in 24% handmade cigarettes for recent trials at LTR.

January, 1992

LTR test sheets produced with the burley press cake routed to the stock chest and concentration of solubles through the Multiple Effect Evaporator were selected for MiniPrimary trials at PME.

February, 1992

Complete storage study of conditions to transport and hold the export TC flavors.

February, 1992

Subjective evaluations in Pan-European and German Marlboro by Panel A may be followed by Consumer Panel testing.

April, 1992

Pending results from these trials, logistics of supplying the flavor system will be coordinated through Operations Services.

As requested

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Resources:

Flavor Technology
Flavor Technology
Process Development
Park 500
PME
Cigarette Technology
CTSD

J. Swain - 0.05 man years
B. Taylor -0.01 man years
R. Uhl
D. Clark
R. Wagoner
B. Peace
J. Lightner

2021554963

COOKED FLAVOR CAPACITY

Objectives: To support cooked flavor production and scale-up the reactor at the Flavor Center.

To qualify alternate sources for high fructose corn syrup and asparagine.

Introduction: The Flavor Center has requested that their cooked flavor reactor be scaled up. The projected demand is larger than their reactor can supply with a one-shift operation. Statistical Process Control (SPC) is going to be introduced and the present vessel is not set up to work with SPC. The larger vessel would therefore have better process control mechanisms, which would decrease the number of rejected or blended-borderline batches.

New suppliers of High Fructose Corn Syrup (HFCS) and asparagine are needed. The variability of HFCS has continued to be an issue while a domestic source of asparagine is desirable. To avoid future quality issues, new suppliers will be evaluated.

Strategy: Flavor Technology personnel will support these goals through collaborations with Operations Services, Engineering, Purchasing and Flavor Center personnel to formulate with the alternate materials and evaluate 75-814 from the improved reactor system..

Tactics

Timetable

Justifications for scale-up will be written by the Flavor Center.

February, 1992

Initiate installation of new reactor.

When approved

Flavor Center trials of cooked flavor using Krystar HFCS and Monsanto asparagine.

July, 1992

Trials of test flavors will be run in the RL Pilot Plant for subjective evaluations on internal panels

When available

Resources:

Flavor Technology
Flavor Technology
Flavor Center
Engineering
Operations Services
Process Development
Semiworks
Cigarette Technology
CTSD

B. Hoskin - 0.10 man years
J. Swain - 0.05 man years
D. Karnes
B. Sorrels
E. Tucker
R. Uhl
G. Romig/J. Warren
B. Peace
J. Lightner

2021554965

Domestic Panel Support

- Objective:**
1. To provide subjective evaluations (rod and smoking characteristics) of prototypes, modifications of existing brands, new brands and monitoring of competitors' products.
 2. To provide training, maintenance and support to auxiliary panels (e.g., Richmond, Semi-Works, filter, paper and Cast Leaf.)

Introduction: Flavor Technology has provided subjective support to internal and external areas within Philip Morris. In 1991, over 250 panels, 58 subjective profiles of existing brands and one market introduction (Marlboro Medium) were completed. Factory problems concerning subjectives were also addressed. Members of the Cast Leaf program were trained and are currently evaluating Cast Leaf prototypes.

Strategy #1: Conduct evaluations on development programs, monitoring of domestic competitive brands and any problems associated with production and/or processing plants.

Tactics

Timetables

Complete KGF Study Evaluations	March, 1992
Complete Project Gold Study (Pre-applied Adhesives)	April, 1992
Complete Volatile Component aging study (Lark/Parliament)	May, 1992
Complete Glycerin/Triacetin Study	May, 1992
Complete Study on Export Product Standardization - GCC (Cigarette Shipping)	June, 1992
Complete Storage Studies for Winston and Salem (Flavorseal)	October, 1992

2021554966

Subjective evaluation of small scale
process improvement models November, 1992

Complete PMF Machine Evaluations May, 1992
(Taste/Odor, Stale)

Complete Hoechst High Barrier Films
Study May, 1992

Complete Factory Support Evaluations/
Qualifications (Equipment) December, 1992

Complete Project Grain Evaluations December, 1992

Factory Issues As needed

Subjective Evaluation of POL Samples As needed

Subjective Characterization of New
and Modified Brands As needed

Subjective evaluation of Materials from
Operations and Technical
Services Group As needed

Subjective Monitoring of New Brand
Startup As needed

Resources: Flavor Technology K. Deane - 1.00 man-years

Strategy #2: Train auxiliary panels to screen development prototypes and to judge acceptability of final products.

Semi-Works Panel

Tactics

Timetables

Initiate training on attributes February, 1992

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Continue training on blends and
blend components April, 1992

Conduct studies on test methodology
comparing data from Flavor Tech. and
Semiworks panel May, 1992

Complete training June, 1992

Review of blends and components August, 1992

Resource:

Flavor Technology	K. Deane - 0.02 man-years
Semiworks	W. Banks/C. Scott 0.10 man-years

Richmond Panel

Tactics

Timetables

Initiate basic taste, aromatic and
attribute training March, 1992

Continue training on blends and
components May, 1992

Training completed June, 1992

Review of blends and blend
components August, 1992

Resource:

Flavor Technology	K. Deane - 0.01 man-years
New Products	D. Atkinson - 0.02 man-years

Filter and Paper Development Panels

Tactics

Timetables

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Initiate basic taste, aromatic and
and attribute training March, 1992

Continue training with blend and
blend components May, 1992

Tactics

Timetables

Characterization of filter and
paper prototype June, 1992

Completed training July, 1992

Review of blends and blend
components September, 1992

Resource:

Flavor Technology	K. Deane - 0.01 man-years
Paper Technology	Barbro Goodman - 0.02 man-years
Filter Technology	Ken Newman - 0.02 man-years

Cast Leaf Panel

Continue evaluation of prototypes
(produced in the Cast Leaf Pilot
Plant) October, 1992

Final recommendations based on
subjectives October, 1992

Resource:

Flavor Technology	K. Deane, B. Taylor, B. Hoskin and V. Willis 0.50 man-years
Process Development	T. Holland, G. Gellatly and M. Parker 0.08 man-years

Flavor Technology Panel

Review blend and blend components April, 1992

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Conduct studies on test methodology with the Semiworks panel	May, 1992
Develop terminology definitions	July, 1992
Review of blend, blend components and attributes	September, 1992

Resource:

Flavor Technology	K. Deane - 0.10 man-years
Semiworks	G. Romig/J. Warren - 0.01 man-years
PED	J. Tindall (PED) - 0.005 man-years

2021554970

International Panel Support

- Objective:** 1. To provide subjective evaluations (rod and smoke characteristics) of development prototypes, modifications of existing brands and monitoring of export (PM and competitors) brands.
- Objective:** 2. To provide training and maintenance for the international panel and auxiliary export panels.
- Introduction:** The International panel has provided subjective support to internal and external areas within Philip Morris. Forty-eight (48) subjective characterizations and 96 panels were completed in 1991.
- Strategy #1:** Continue to monitor existing brands and provide subjective evaluations in prototype development. Further training will be conducted to standardize panel.

Tactics

Timetables

Screening in basic taste, aromatics,
use of scales and attribute training March, 1992

Standard Method - Sensory Evaluations
Workshop for the Australia/Asia Pacific
Region (review of panels and sensory
techniques March, 1992

Training on blends and components May, 1992
(export and domestic)

Complete Distribution System studies
(Panama) As needed

Complete training July, 1992

Subjective characterization of
export brands Continuous

New or modified brand startup As needed

2021554971

Factory issues

As needed

Resources:

Flavor Technology Panel
Workshop
Semiworks

CTSD
ARD

K. Deane - 0.10 man-years
B. Taylor - 0.01 man-years
G. Romig and J. Warren
0.01 man-years
J. Lightner - 0.01 man-years
B. Handy - 0.01 man-years

2021554972

Marlboro Standardization

- Objective:**
1. To identify and reduce sources of variations in PM brands between production and processing facilities.
 2. To provide training, maintenance and support to factory panels which could possibly identify and reduce sources of taste/odor/stale customer complaints.
 3. To subjectively test and monitor Marlboro product from different locations externally (POL testing).

Introduction: Marlboro Standardization was initiated in 1984 to ensure PM brands produced at different locations were subjectively equivalent. In February, 1985, the first factory pickup of Marlboro LS and KS was conducted with Standard Runs I and II following in June and September. These runs concentrated on the subjective effects of interchanging ET with DET, age of materials and aftercut tobacco temperatures. A Marlboro Standardization panel was started to subjectively evaluate the pickups and standard runs. From 1985-1991, nine standard runs have been completed. A historical database on raw materials, direct materials, processing parameters, blend components, etc. has been established. This data has been used in qualifying equipment, determining uniform processing parameters and product development. Good manufacturing practices and process specifications for primary culminated from this data. These manufacturing practices and process specifications have been issued to the production facilities for daily use.

Strategy #1: Conduct factory pickups and a standard run to monitor the quality of Marlboro by subjective and analytical testing.

Tactics

Timetables

Factory pickup of Marlboro and
Marlboro Medium KS and FTB

February, 1992

Issue results of February pickup

April, 1992

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Factory pickup of Marlboro Lights SP and FTB	April, 1992
Issue results on April pickup	June, 1992
Factory pickup of Marlboro and Marlboro Medium SP and FTB	June, 1992
Issue results of June pickup	July, 1992
Prepare for Marlboro Standard Run X	July, 1992
Marlboro Standardization Run X	August, 1992
Issue subjective results from Marlboro Standard Run X	October, 1992
Factory pickup of Marlboro Lights SP and FTB	October, 1992
Issue revised Factory Panel Leader Manual	December, 1992
Factory pickup of Marlboro and Marlboro Medium SP and FTB	December, 1992
Transfer flavor audits to Factory QA's	December, 1992

Resources:

Flavor Technology	K. Deane and K. Lam 1.0 man-years
Cigarette Technology	D. Atkinson - 0.05 man-years
Packaging/Flavor Technology	B. Mait - 0.03 man-years
CTSD	J. Lightner - 1.0 man-years
ARD	B. Handy - 0.20 man-years
PED	A. Smith 0.10 man-years
Operational Services	R. Hatcher - 0.10 man-years
Semiworks	J. Warren - 0.08 man-years
Cabarrus Panel	J. Crowe - 0.15 man-years

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Manufacturing Center Panel	K. Smith 0.15 man-years
Louisville Panel	D. Price - 0.15 man-years
Stockton Street Panel	R. Freelin - 0.15 man-years

Strategy #2: Training for factory panels and quarterly panel leader workshops will be conducted. The factory panels will monitor their daily production which could identify and possibly reduce taste/odor/stale customer complaints. Factory panels will also evaluate factory pickups and Standard Run X for monitoring purposes.

Tactics

Timetables

Cabarrus Factory Panel

Submit materials for screening of panelists on taste and odor and use of scales	January, 1992
Initiate Attribute Training	February, 1992
Factory Panel Leadership Workshop	March, 1992
Continue Attribute Training	March, 1992
Review of blends and blend components	April, 1992
Complete training	June, 1992
Factory Panel Leadership Workshop	July, 1992
Blend and blend components (includes export blends produced at Cabarrus) characterization	September, 1992
Issue revised training manual	November, 1992
Factory Panel Leadership Workshop	December, 1992

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Louisville Factory Panel

Factory Panel Leadership Workshop	March, 1992
Screening of panelists on basic taste, aromatics and use of scales	April, 1992
Attribute Training	April, 1992
Menthol Training	May, 1992
Review of blends and blend components	May, 1992
Complete training	July, 1992
Factory Panel Leadership Workshop	July, 1992
Review menthol levels and blends	September, 1992
Issue revised training manual	November, 1992
Factory Panel Leadership Workshop	December, 1992

Manufacturing Center Panel

Factory Panel Leadership Workshop	March, 1992
Screening of panelists on basic taste, aromatics and use of scales	April, 1992
Attribute Training	April, 1992
Blends and components characterization	June, 1992
Complete training	July, 1992
Factory Panel Leadership Workshop	July, 1992
Issue revised manual	November, 1992

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Factory Panel Leadership Workshop December, 1992

Stockton Street Panel

Factory Panel Leadership Workshop March, 1992

Screening of panelists on basic taste,
aromatics and use of scales March, 1992

Attribute Training April, 1992

Blends and blend components (export
blends produced at S/S)
characterization June, 1992

Characterization of export brands August, 1992

Complete training October, 1992

Issue revised manual November, 1992

Factory Panel Leadership Workshop December, 1992

Resources:

Flavor Technology	K. Deane - 0.10 man-years
Cabarrus Panel	C. Bridges and T. Alexander 0.10 man-years
Manufacturing Center Panel	J. Chiarello - 0.10 man-years
Louisville Panel	B. Wayne - 0.10 man-years
Stockton Street Panel	H. Partin and B. Coleman 0.20 man-years

Strategy #3: POL testing (monadic evaluation) of scheduled factory pickups and cigarettes produced from Standard Run X. This will aid in defining Marlboro control regions and develop new statistical methods.

Tactics

Timetables

Factory Pickups

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Stockton Street SP	1/27/92
Stockton Street FTB	2/10/92
Stockton Street FTB	3/2/92
Cabarrus SP	3/9/92
Louisville FTB	4/21/92
Manufacturing Center SP	5/26/92
Semi-Works SP	6/8/92
Louisville FTB	8/10/92
Manufacturing Center FTB	10/5/92
Semi-Works FTB	11/2/92
Louisville SP	11/30/92
Cabarrus FTB	12/3/92

Standard Run X

Marlboro LS and KS (M/C)	9/8/92
Marlboro LS and KS (CBS)	9/14/92
Marlboro LS and KS (LVL)	9/21/92
Marlboro LS and KS (S/S)	9/28/92
Marlboro LS and KS (SW)	9/28/92
Marlboro LS and KS (PMF)	9/28/92

Resources:

PED	A. Smith - 0.15 man-years
Technical Services	J. Hutchison - 0.20 man-years
Semiworks	J. Warren/G. Romig - 0.06 man-years
CTSD	J. Lightner - 0.04 man-years
Products Technology	D. Atkinson - 0.01 man-years
Flavor Technology	K. Deane - 0.10 man-years

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ARD

B. Handy - 0.02 man-years

2021554979

Cigarette Storage/Transportation/Shipping Study
(Support to Quality Engineering)

Objective: Define the impact of cycling temperature and humidity typically seen within shipping containers and the effects of heating and cooling cycles on product discoloration, staining, subjectives, and analyticals.

Introduction: Based on information from simulated studies on the shipping containers and the Export Product Standardization - Singapore study, a program was formulated to address several issues. The first phase of the simulated study at KGF was a cycling of temperature and humidity conditions during a twenty-four (24) hour period. The testing was conducted at KGF with the profiles typically seen in Richmond in August through the beginning of September.

A total of fifteen (15) samples were shipped to KGF for testing. The following dates were designated for sample acquisitions from the Storage Box at KGF.

Test initiated	December 9, 1991
Pick-up #1	December 12, 1991
Pick-up #2	December 19, 1991
Pick-up #3	December 26, 1991
Pick-up #4	January 2, 1992
Pick-up #5	January 9, 1992
Pick-up #6	January 16, 1992
Pick-up #7	January 23, 1992

Strategy #1: Subjectively evaluate the fifteen models that were shipped to KGF and returned to Richmond without being exposed to the simulated study with cycling temperature and humidity conditions. Evaluate each of the models from the scheduled acquisitions of the simulated study and compare them to the control to determine when and how the subjective effects of the products changed.

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Tactics**Timetables**

Complete initial evaluation of models
shipped to KGF and returned to
Richmond

January, 1992

Complete evaluation of models shipped
to KGF and exposed to the conditioning
chamber (Standard film)

February, 1992

Complete subjective evaluation of
cartons with higher gauge film, with
and without overwrap, that have been
subjected to the cycling temperature
and humidity conditions., to determine
the quality and effect on subjectives

March, 1992

Resources:

Testing

B. Rech and M. Mobrem - QE
G. Overstreet - 0.05 man-years

Product Development contact

B. Tierney and V. Graff-Muse
0.10 man-years

Subjective evaluation

V. Willis and K. Deane
0.04 man-years

Analytical evaluation

M. Mobrem and Judith Lighter
0.05 man-years

Strategy #2:

Repeat the testing in Strategy #1 with specified models and conditions for the Export Product Standardization - Singapore and the GCC Study to determine the effects of cycling temperature and humidity conditions in the shipping containers. Conditions, based on previous data, will be simulated in a controlled environmental chamber.

Tactics**Timetables**

Initial evaluation of models from the
inhouse conditioning chamber with
standard materials

June, 1992

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Complete subjective evaluation of high
gauge film from the inhouse conditioning
chamber July, 1992

Report findings August, 1992

Recommendations September, 1992

Resources:

Testing	B. Rech and M. Mobrem - QE G. Overstreet - 0.05 man-years
Cigarette Technology contact	B. Tierney and V. Graff-Muse 0.03 man-years
Subjective evaluation	V. Willis and K. Deane 0.04 man-years
Analytical evaluation	M. Mobrem and J. Lighter 0.01 man-years
ARD	B. Handy 0.01 man-years

2021554982

Export Product Standardization - GCC

Objective: Determine the impact of adverse environmental conditions upon the subjective character and analytical specifications of finished products. Compare the results of this study with similar studies conducted using products with carbon filters.

Introduction: Concerns have existed for years over the condition(s) of P.M. products that reach consumers in foreign countries due to the excessive transport time, climatic conditions, damage, etc., which occur between the initial shipping date and the date of consumer purchase.

This project addresses the subjective character changes due to adverse climatic conditions with time, and to provide insight to resolve these subjective changes.

Status: The following models are under evaluation for the GCC Export Product Standardization:

Control: Marlboro LS FTB (12.5% Pack O.V.) with GCC leaf blend, standard casings and standard export aftercut

Test #1: Same as Control with 13.25% Pack O.V.

Test #2: Marlboro LS FTB (12.5% Pack O.V.) with GCC leaf blend, standard casings and domestic aftercut

Test #3: Same as Test 2 with 13.25% Pack O.V.

Strategy Environmental testing with subjective and analytical tracing to determine the effect of subjectives and flavor at adverse conditions.

Tactics

Initiate environmental testing

Timetables

December, 1991

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Interim report for the Desert, Jungle, Coldroom and Ambient conditions over the six weeks of testing and subjective evaluation	February, 1992
Complete the six month testing for analytical and subjective testing	June, 1992
Comparison of results with carbon filter products	August, 1992
Completion report and recommen- dations	September, 1992
Produce products with recommended changes	October, 1992
Subjective evaluation	November, 1992
Make products with recommended and the best film to date and initiate environmental testing	January, 1993

Resource:

Internal subjectives	K. Deane - 0.02 man-years
CTSD	L. Chambers - 0.01 man-years
Flavor Analyses	B. Hale - 0.02 man-years
Component Analyses on filler/ARD	B. Handy - 0.01 man-years
Flavor Technology	M. Garrett 0.05 man-years
Cigarette Technology	V. Graff-Muse and B. Tierney 0.01 man-years
Quality Engineering	B. Rech - 0.005 man-year

2021554984

Volatile Component Aging Study

Objective: Determine the subjective and analytical changes in products with carbon in filters which occur under various conditions with age.

Introduction: For years, the effect of activated carbon (high surface area) on volatile substances has been well documented. Activated carbon has been used in certain cigarette filters for its "filtering" effect of smoke "gas phase". However, little is known in the correlation between this "absorption" effect in the cigarette before use and the after effect in the subjectives during use. This project is an attempt to identify that correlation.

Strategy: Environmental testing with subjective and analytical tracing to determine the effects of subjectives and flavor at adverse conditions

Tactics

Timetables

Initiate environmental testing

November, 1991

Interim report for the Desert, Jungle, Coldroom and Ambient conditions over the six weeks of testing and subjective

February, 1992

Complete the six month testing for analytical and subjective testing

May, 1992

Completion report and recommendations

June, 1992

Resources:

Flavor Technology
Flavor Technology subjectives
Cigarette Technology

CTSD
Flavor Analyses
Component Analyses on Filler
Factory Logistics
ARD

M. Garrett - 0.02 man-years
K. Deane - 0.02 man-years
V. Graff-Muse and B. Tierney
0.003 man-years
L. Chambers - 0.01
B. Hale - 0.01
B. Handy - 0.005
Rainey 0.005
B. Handy - 0.01 man-years

2021554985

Brand Maintenance



Objective:

To assist Technical Services personnel in making recommendations for corrective actions to keep all current brands within specified delivery targets.

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Brand Maintenance



Explanatory Introduction:

Primarily due to fluctuations in tobacco blend availability, minor changes in the specifications of certain products have to be made to maintain delivery (tar, menthol) targets. R&D assists Technical Services in choosing the most appropriate changes.

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Brand Maintenance



Strategy I: - Recommend Change

Tactic

Evaluate current data

Evaluate past data for trends

Recommend change or corrective action

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Brand Maintenance



Strategy II: - Teach and Train

Tactic

Explain consequences of:

- a. Corrective action if spec. change not required.
- b. Specification change and reason for particular choice.

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Brand Maintenance



Resource Allocation:

Warren Claflin
Morris White
Debbie Atkinson
Kelli Poindexter

Technical Advisor
Domestic Product Development
Domestic Product Development
International Product Development

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2021554991

Flavor Technology

FLAVOR TECHNOLOGY PROGRAM

NAME: Cox/Kroustalis

Project Grain

Objective: Reduce the use of alcohol and humectants through reformulation

Introduction: Several strategies have been developed to reduce the alcohol and humectants which are present in our casings and aftercuts. The reductions will be accomplished in a step-wise manner.

Contingencies are also being explored to remove all of the added alcohol and partially reduce the humectants should this scenario become necessary.

The benefits of the reduced alcohol and humectants would be lower emissions and lower costs.

The liability of lower humectants could be increased filler degradation.

Strategy I: Incremental reduction of alcohol concentration in burley top casing.

Tactics

Timetable

Support implementation of alcohol reduction in BTC on a Factory-by-Factory Basis

As Requested

Strategy II: Reduce alcohol in aftercut, combine with top casing reduction.

Tactics

Timetable

100% BTC alcohol reduced plus 30% alcohol reduced (52% total alcohol) in Marlboro POL 03005

Complete

100% BTC alcohol reduced plus 30% aftercut alcohol reduced humectant rearranged (total alcohol 52%) in Marlboro POL 03015.

March, 1992

Factory Trials, further testing

June, 1992

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	Support Implementation	As Required
Strategy III:	Reduce/rearrange PG in flavor system combine with BTC and AC alcohol reduction	
	Tactics	Timetable
	100% BTC alcohol reduced + 30% A/C alcohol reduced plus 25% PG reduced flavor system (52% total alcohol, 25% total PG) - POL 03006	Complete
	Additional POL's	June, 1992
	Factory Trials	Dec, 1992
	Support Implementation	As Required
	100% BTC alcohol reduced + 50% A/C reduced plus 25% PG reduced flavor system (67% total alcohol, 25% PG)	Complete
	POL's	September, 1992
	Factory Trials	June, 1993
	Support Implementation	As Required
Strategy IV:	Reduce alcohol in menthol aftercuts using PG rearrangements; combine with top casing reductions (H. Maxwell).	
	Tactics	Timetable
	B&H Menthol Lights 30%, 50% alcohol reductions in AC made in Semi-Works for internal subjectives	March, 1992

2021554993

B&H Menthol Lights 30%, 50% alcohol
reductions in AC plus BTC alcohol
reduction planned Semi-Works, internal
subjectives June, 1992

POL testing September, 1992

Factory trials with reformulated
flavors As Required

Strategy V: Remove 100% added alcohol in aftercuts non-menthol and menthol using PG
rearrangement/Sonolator; combine BTC alcohol reduction.

Tactics **Timetable**

1. 100% BTC alcohol reduction, plus
100% A/C alcohol reduction in
Marlboro Complete

Further non-menthol models to be
made in Semiworks for potential
POL's May, 1992

2. 100% alcohol reduced A/C B&H
Menthol Lights Semi-Works small
scale, Complete

Further menthol models to be
made in Semiworks for potential
POL's June, 1992

Resources:

Flavor Technology	S. Ruziak - 0.60 man years
Flavor Technology	H. Maxwell - 0.20 man years
Semiworks	G. Romig/J. Warren
PED	A. Smith
CTSD	J. Lightner
Cigarette Technology	B. Peace

2021554994

Stable Menthol Program 1992 Operational Plan

Objective: Develop new menthol technology to produce consistent menthol delivery in smoke under normal field conditions.

Introduction: Menthol migrates from rod to filter resulting in decreased menthol deliveries in smoke over time. Stable menthol technology would result in products with consistent puff and constant menthol delivery. Program benefits include: decrease in customer complaints, decrease in menthol loss during application, decrease in variation of menthol delivery and potential proprietary technology providing a competitive advantage. Downsides include: cost increase, potential application problems and equipment contamination.

Strategy #1: Determine viability of menthol encapsulation via the M-CAP Technologies International process.

Tactics: Approval has been given to M-CAP's proposal for menthol encapsulation. Initial feasibility experiments will be conducted by M-CAP using four shell materials acceptable for use in PM products. 3/92.

Process Development (W. Nichols) will evaluate plain beads for determination of physical properties, i.e., flowability. 3/92.

Assuming that successful menthol encapsulation is achieved, Flavor Technology (H. Maxwell) will evaluate the potential for spray application of encapsulated menthol onto filler. Process Development will evaluate alternate applications of encapsulated menthol. 4/92.

Machine-made cigarettes will be produced in the Semi-Works for in-house (FTD) subjective evaluations, smoke menthol delivery (CTSD), accelerated aging studies (FTD) and cost analysis. 5/92.

A comprehensive proposal will be prepared based on subjective and cost considerations. 6/92.

2021554995

Strategy #2: Investigate the feasibility of yeast encapsulation.

Tactics: Chemical Research (Y. Houminer) will conduct in-house feasibility studies for yeast encapsulation. Washed brewer's yeast will be obtained from Miller Brewing for the initial investigations. 3/92

Yeast encapsulated menthol will be sprayed on tobacco for preparation of machine-made cigarettes in the Semi-Works. The cigarettes will be evaluated for subjectives, menthol delivery and stability studies. 4/92

A comprehensive proposal will be prepared based on cost and subjective considerations. 6/92

Strategy #3: Investigate the feasibility of *in situ* alginate crosslinking and menthol encapsulation via the Cast Leaf system and/or extrusion. 3/92

Tactics: Process Development (J. Washington) will investigate whether available calcium from tobacco can be used as the alginate crosslinking agent for menthol encapsulation in a modified Cast Leaf process. 3/92

Process Development (W. Nichols) will investigate whether co-extruded tobacco/alginate/menthol can utilize calcium from tobacco for alginate crosslinking/encapsulation. 3/92

Flavor Tehnology (H. Maxwell) and Cigarette Technology (B. Hendricks) will prepare cigarettes in the Semi-Works for subjective and stability evaluations. 3/92

Strategy #4: Investigate menthol on dope for delivery stability.

Tactics: Cigarette Technology (G. Patron) will prepare cigarette filters with menthol on dope tow from Eastman for stability evaluations. 4/92

Flavor Technology will perform subjective evaluations of fresh and aged cigarettes to determine stability. 5/92

Results of this investigation and recommendations will be issued by the end of June, 1992.

2021554996

Strategy #5: Investigate the feasibility of cigarette mentholation via PVA and PZ addition.

Tactics: G. Patron will review past investigations for this approach prior to model design. 3/92

Marlboro FF and Lights models will be designed by Patron and produced in the Semi-Works. 4/92

Subjective and accelerated aging evaluations will be performed prior to issuing a recommendation based on findings. 6/92

Strategy #6: Evaluate feasibility of filler mentholation via liquid CO₂ .

Tactics: Lab scale filler mentholation via liquid CO₂ will be conducted to produce sufficient quantities for machine-made cigarettes. 3/92

Cigarettes will be produced in the Semi-Works for smoke menthol delivery, subjective evaluation and stability determinations. 3/92

Resource Allocations (Man-Years):

Program Leader	0.5
Flavor Technology	0.7
Chemical Research	0.5
Process Development	1.3
Cigarette Technology	0.8
Semi-Works	0.3
Cigarette Testing	0.3
Analytical Research	0.1
Total	4.5

2021554997

Alternate Humectants

Objective: Develop and evaluate alternate humectants replacing propylene glycol and glycerin in PM brands

Introduction: Sheet products (RL's and RCB) were made at the Processing Plants with isosweet replacing the humectants. Casings were made with partial isosweet replacement of humectants and casing preblend flavors moved to the A/C.

The benefits of replacing humectants is a defensive strategy which would also lower propylene glycol emissions.

The possible liabilities are degradation during processing, product stability and lower product yield.

Strategy: RL's and RCB with alternate humectant were incorporated in Marlboro blend with alternate humectant in the flavor system

Tactics	Timetable
Semiwork trial	Completed
Alternate Humectant POL	June, 1992
Replicate POL, if needed	October, 1992
Recommendations (Potential defensive strategy)	December, 1992

Resources:

Flavor Technology	S. Ruziak - 0.05 man years
Flavor Technology	J. Swain - 0.01 man years
Applied Research	B. McCuen
Cigarette Technology	D. Rockwell
Semi-Works	G. Romig/J. Warren
CTSD	J. Lightner
PED	A. Smith

2021554998

Reduced Humectants

Objective: Unify the humectant levels in domestic and export (lower humectant level) RL's and RCB

Introduction: Sheet products (RL's and RCB) were made at the Processing Plants with reduced humectant levels, target solubles (46-47%) and increased solubles (50%). After evaluation, the target soluble sheets were incorporated into the Marlboro blend and POL quantities were made.

The benefits of the reduction of humectants would be lower emissions and cost savings

Strategy: RL's and RCB with reduced humectant levels were produced in production for physical and subjective testing.

Tactics

Timetable

Reduced humectant sheet, target solubles (46-47%) incorporated into Marlboro blend, POL 0385

Complete

Factory trials planned to establish primary conditions

April, 1992

Recommendation of changes in primary specifications

June, 1992

Assist in implementation, when requested

Resources:

Flavor Technology
Flavor Technology
Process Development
Cigarette Technology
Operations Services
Semi-Works
CTSD

S. Ruziak - 0.05 man years
J. Swain - 0.01 man years
R. Uhl
B. Peace
B. Rainey
G. Romig/J. Warren
J. Lightner

2021554999

Liquid Licorice

Objective: Implement the use of a liquid licorice to replace the existing block licorice in PM formulae which meets Philip Morris requirements of cost effectiveness and product consistency (specifications). The liquid licorice must be subjectively equal to the existing block licorice in PM finished products.

Introduction: Licorice is used in approximately 90% of the Philip Morris production volume and costs approximately \$20 million annually. R&D and Operations Services have attempted to find alternatives to the block licorice for at least ten years. Handling the product is labor intensive and preparing the product for application is energy intensive (heat requirements) and logistic intensive (lead time for melt). None of the following efforts have been successful in totally replacing Ship Brand licorice extract:

Various liquid licorice.

Developed licorice replacements (1974).

Qualifying the current spray-dried licorice (Police) in domestic production.

It is believed that a newly-offered liquid licorice by MacAndrews & Forbes (Mafco) will resolve most associated problems with block licorice.

Strategy #1: Develop an analytical and subjective database.

Tactics

Timetables

Obtain samples of each trail batch of Liquid Licorice 15 that is produced at MacAndrews & Forbes for analytical and subjective analyses

On going

Develop new casing using the liquid licorice

Complete

Internal Testing of the new casing on Marlboro

Complete

2021555000

Strategy #2: Implement cost analysis for all domestic production locations and research the pricing of the product by the vendor.

Tactics

Timetables

Assess manpower requirements, storage requirements, re-tooling requirements, all associated costs and potential savings

February, 1992

Cost analysis by Manufacturing Engineering, Purchasing, and Technical Services

February, 1992

Overview of cost analysis/potential cost reduction

March, 1992

Assess best back-up system to the liquid licorice

May, 1992

Strategy #3: Develop operating specifications for liquid licorice and Ship BJ SDLE.

Tactics

Timetables

Review database from component analyses

March, 1992

Compare our database with vendor data

April, 1992

Define product specification

August, 1992

Strategy #4: Implement arrangements for consumer tests.

Tactics

Timetables

Internal testing

February, 1992

POL testing

March 23, 1992

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POL testing	May 23, 1992
Recommendation	July, 1992
Casing adjustment, if needed	August, 1992
Repeat testing, if needed	October, 1992
Recommendation	December, 1992

Strategy #5: Determine the feasibility of replacing current spray-dried licorice extract with Ship BJ SDLE in export blended strip operations and export dry flavors, and replacing block licorice with liquid licorice in export blended strip operations.

Status: Currently, export strip operations uses both block and spray-dried licorice depending on the country destination and export dry flavors use the spray-dried licorice.

Tactics

Timetables

Produce export blended strips at 20th Street using liquid licorice.	April, 1992
Produce cigarettes from export strip and export dry flavor	May, 1992
Internal panel testing	June, 1992
Recommendations	July, 1992
Casing adjustment, if needed	August, 1992
Internal panel testing	October, 1992
External testing, if needed	November, 1992
Recommendation	December, 1992

Resources:

2021555002

Semiworks
Cigarette Technology
Consumer Testing
Internal Subjectives
Flavor Technology
CTSD
ARD
Flavor Analyses
Purchasing
Technical Services

G. Romig/J. Warren - 1.1 man-years
D. Rockwell - 0.01 man-years
M. Jeltema - 0.02 man-years
K. Deane - 0.03 man years
M. Garrett - 0.15 man-years
L. Chambers - 0.02 man-years
B. Handy - 0.02 man-years
B. Hale - 0.02 man-years
C. Comes - 0.01 man-years
E. Tucker - 0.01 man-years

2021555003

Marlboro RI

Objective: Develop a Marlboro Flavor System containing fewer than 40 listed components which support the subjective character in Marlboro cigarettes.

Introduction: U.S. Congress has attempted to pass legislation requiring tobacco manufacturers to label their products with ingredient information and to have Congress-appointed labs to perform certain tests on the disclosed ingredients.

This project is an effort to reduce the ingredient list for Marlboro without changing its subjective character. Current developed casing, aftercut, and blends lists 28 components including tobacco. A new recon (RLL) was developed to replace the current standard recons. Over forty models (16 mg, 13 mg and 12 mg inclusive) were internally evaluated during development in 1990 and 1991.

Strategy #1: Develop new reduced-ingredient flavor system and subjective evaluation of the blend modifications.

Tactics

Timetables

Development of new casing and after-cut systems

On going

Evaluate most recent blend models

January, 1992

Request new blend components

January, 1992

Produce new RLL at C Pilot Plant

March, 1992

Produce new ET with sucrose at D Pilot Plant

March, 1992

Chemical and physical analyses

April, 1992

Evaluation of new components
(expanded and recons)

May, 1992

2021555004

Evaluate Net expanded materials	June, 1992
Recommendation of blend components	July, 1992
Production of new blend	August, 1992
Evaluation of new blend	September, 1992
Panel testing	October, 1992

Strategy #2: Develop best flavor system with reduced ingredients.

<u>Tactics</u>	<u>Timetables</u>
Evaluation of flavor components	April, 1992
Optimize flavor levels, examine modification to the burley spray, and optimize casing and flavor levels	May, 1992
POL Testing	October, 1992
Continue assessment, make modification where necessary	As needed
Recommendations	December, 1992
Factory trials	As needed

Resources:

Pilot RL's/C Pilot	L. Wilkinson - 0.02 man-years
Pilot ET/D Pilot	R. Lum - 0.01 man-years
Cigarette Technology	0.01 man-years
Semiworks	G. Romig/J. Warren 0.02 man-years
PED	M. Jeltema - 0.01 man-years
Internal subjectives	K. Deane - 0.02 man-years
Flavor Technology	M. Garrett - 0.10 man-years
CTSD	J. Lightner - 0.01 man-years
ARD	B. Handy - 0.01 man-years

2021555005

Wish List: Find alternative to using natural honey bright casing due to supply issues and handling logistics.

2021555006

DISCOUNT RI

Objective: Develop a Discount Flavor System which is cost effective and has acceptable flavor characteristics on a newly-developed, cost effective blend and cigarette design.

Introduction: Continuous growth of discount brands raises concerns over profit margins -
- discount brands sold at discount costs must be produced at discount costs -- with positive subjective response from the consumer.

Development work is required to explore the different possibilities for Product development. Results from Marlboro RI will impact heavily on this development. Bristol will be a starting reference since it contains an estimated 60 components.

Strategy: Development of cost effective blends, casings and flavor systems.

Tactics

Timetables

Initiate discussions with Leaf
Department regarding blend
development

February, 1992

Make models for subjective and
analytical testing

April, 1992

Casing and aftercut development

June, 1992

Filter and Paper Development

June, 1992

Subjective evaluation

July, 1992

Flavor modification

August, 1992

Phase two testing

September, 1992

Internal Testing

November, 1992

Recommendation

December, 1992

2021555007

Resources:

Flavor Technology	M. Garrett - 0.15 man-years
Cigarette Development	0.02 man-years
Blend Development	B. Riggins - 0.01 man-years
Filter Technology	K. Newman - 0.01 man-years
Paper Technology	S. Baldwin - 0.01 man-years
Flavor Technology Subjectives	K. Deane - 0.01 man-years
Internal Testing	M. Jeltema - 0.01 man-years
CTSD	J. Lightner - 0.01 man-years
Semiworks	G. Romig and J. Warren 0.01
Flavor Analyses	B. Hale - 0.02 man-years
Component Analyses on Filler	B. Handy - 0.01 man-years
Factory Logistics/Specifications	Tucker/Rainey - 0.01 man-years
Pricing/Product Purchase/Purchasing	C. Comes - 0.01 man-years

2021555008

Flavor System Simplification/Revisions 1992 Operational Plan

Objectives: To eliminate unwanted ingredients from the PM direct materials to comply with worldwide legal requirements.

To reduce ingredients and simplify sources of materials.

The project consists of a continuous evaluation of ingredients by Regulatory with a yearly review of completed products.

Introduction: The project involves the work by Flavor Technology, Regulatory, Technical Services, Purchasing and the Flavor Center in an effort to maintain and control the quantity and quality of Philip Morris direct materials used in products.

Strategy #1: To subjectively evaluate revisions and first shipment samples from suppliers where ingredients have been removed and determine acceptability.

Revisions received from Regulatory are investigated and evaluated as the need arises. This program takes high priority with the appropriate functional groups interacting when ingredients need to be removed from suppliers flavors. The requested revisions for 1991 have been completed. There are no outstanding revisions for 1992.

Tactics: Regulatory:

Monitor regulatory requirements worldwide and oversee removal of unwanted ingredients.

Determine which direct material should be revised.

Request revisions from suppliers for existing direct material codes.

Distribute revisions samples to analytical group for analysis. If product is clean, send samples to Flavor Technology for subjective evaluation.

2021555009

Flavor Center:

Test incoming first production materials to ensure conformity to material specifications and free from removed components.

Obtain sample for Flavor Technology subjective testing.

Flavor Technology:

Perform subjective testing on revisions and first shipment samples evaluating both the aromatic profile of the samples as well as subjective smoking characteristics and differences between control and revised samples.

Report results to Purchasing, Technical Services, Flavor Center and Regulatory.

Purchasing:

Assign new direct material codes as revision samples are received by Regulatory.

Maintain revision information.

Monitor inventories to minimize inventories of materials currently being revised.

Inform vendors when orders are based on 60 day production schedule and status of "old " material.

Follow up with vendors to track problems and expedite shipments.

Technical Services:

Modify formulas as approved revised materials are received.

Monitor preblend inventories to assure adequate inventories of materials.

Notify Purchasing of upcoming requirements for new flavors and or changes in requirements for existing flavors.

2021555010

Timetable: Evaluated on a yearly basis to be completed by year end with quarterly review.

Strategy #2: To subjectively evaluate and locate possible alternate vendors of current direct material products as requested by Purchasing and Technical Services. Alternate suppliers are investigated on a as needed basis as a result of poor quality with some existing suppliers. Requests are received by Flavor Technology from Technical Services as the need arises.

Tactics: Flavor Technology:

Evaluate subjectively and analytically new possible sources of alternate flavor materials against control samples to maintain comparable subjectives and specifications.

Technical Services:

To supply formulations and samples of control products and alternate suppliers to Flavor Technology.

Purchasing:

To aid in determining the need for alternate suppliers of PM products.

Timetable: This is reviewed on a quarterly basis.

Strategy #3: To facilitate the removal of direct material components requested by Regulatory in an effort to reduce the number of Philip Morris sole source ingredients and the removal of unwanted flavors.

For 1992 a preliminary list of potential direct material drops has been received from Regulatory. This list represents PM sole source flavors that are at a low usage level. Efforts will be made to eliminate these if subjectively possible without changing existing flavor profiles. The list contains 14 flavor items.

2021555011

Tactics:

Regulatory:

Monitor regulatory requirements worldwide and oversee the removal of unwanted ingredients from flavors and the removal of flavor systems.

Determine which direct material should be removed.

Flavor Technology:

Determine subjectively the best method to remove the flavor by evaluating its use in flavor concentrates and aftercuts. Methods involve either total elimination, finding alternate flavors or creating new flavor systems to mimic its effect.

Supply Technical Services with the new flavor concentrate or aftercut formulation.

Conduct subjective testing with both aromatic evaluations and cigarette flavor aromatics.

Technical Services:

Modify formulas as approved revised formulas are received.

Timetable:

Quarterly review of products removed to complete the task on a yearly basis.

Strategy #4:

To aid the Flavor Center in subjective evaluations of quality and flavor related issues.

We presently receive approximately four requests a week to evaluate both incoming flavors as well as compounded flavor concentrates. These are evaluated subjectively and also analytically when needed. Samples are received from Technical Services when a problem arises.

Tactics:

Flavor Technology:

Subjectively evaluate quality and flavor related issues submitted by Technical Services.

2021555012

Report findings and disposition to Technical Services.

Technical Services:

Supply Flavor Technology with information and samples of problem flavors.

Timetable: Evaluated as received in a timely fashion. Quarterly review of completed products.

Strategy #5: To simplify flavor formulations as needed by reducing the number of direct material additions without subjectively altering the existing flavor.

Initiate a program to better manage and control PM direct materials, suppliers and quality of flavor concentrates.

Tactics: Flavor Technology:

Subjectively evaluate reduced ingredient formulations against control formulations from both an aromatic profile and subjective smoking characteristics.

Timetable: Formulate as received in a timely fashion. Quarterly review of completed products.

Resource Allocations (Man-Years):

Flavor Technology:	0.60
Technical Services:	0.80
Regulatory:	0.60
Flavor Center:	0.05
Purchasing:	0.10
Total	2.15

2021555013

FLAVOR CENTER

Objective: To subjectively evaluate materials from the Flavor Center which show borderline analytical results.

Introduction: Approximately three years ago, specifications were set for raw materials, preblends, and finished flavors. Incoming materials are then checked analytically for compliance. When analyses are suspect/borderline, FTD personnel are requested through Operations Services to verify analyses and/or subjectively evaluate samples. These additional determinations of quality have been beneficial in maintaining specifications and resolving "problem batches" of flavors.

Strategy: Analytically and/or subjectively evaluate suspect materials submitted through Operations Services from the Flavor Center.

Tactics

Timetable

Test for analytical verification.

As requested

Subjectively evaluate odor, taste
and/or applied to target product.

As requested

Resources:

Flavor Technology	B. Taylor - 0.01 man years
Flavor Technology	B. Hoskin - 0.01 man years
Flavor Technology	J. Pfluerger
Flavor Technology	B. Hale
Flavor Center	J. Beasley
Flavor Center	S. Capocelli

2021555014

Operational Plan 1992 - Menthol Program
Project Levo

I. **Objective:** To develop a menthol product to decrease PM's dependence on natural menthol through the use of synthetic menthol.

A. **Introduction:** Project Levo was designed as a cost reduction program for Philip Morris for our menthol market. In pursuing this goal, flavor systems will be developed using synthetic menthol in addition to menthol isomers and analogous compounds.

II. **Strategies:**

A. POL has been made and released to establish a baseline for further testing.

B. Flavor Technology work continues to evaluate new prototypes made with additives.

C. Additional testing (POL) will be conducted externally.

III. **Timetables:**

A. 1st Quarter - Internal Testing

B. 2nd Quarter - External Testing

C. 3rd Quarter - Make Recommendations

IV. **Resource Allocations:**

A. Flavor Technology

B. Cigarette Testing

2021555015

Natural/Synthetic Glycerin/Triacetin 1992 Operational Plan

- Objectives:**
1. To determine by sensory and analytical methods the acceptance specification of natural glycerin, by the 4th quarter, 1992.
 2. To qualify natural glycerin-based triacetin as the cigarette filter plasticizer by 3rd quarter, 1992.
 3. To identify the impurities present in natural glycerin and natural glycerin-based triacetin which may impart off flavors in cigarettes by the 4th quarter.

Introduction: Glycerin is used as a cigarette filler plasticizer and is incorporated in casings and aftercuts. In order to minimize rejections of glycerin received by Philip Morris, analytical and sensory testing will be performed for glycerin derived from natural sources.

In addition, natural glycerin-based triacetin, a cigarette filter plasticizer, will be evaluated and compared to synthetic glycerin-based triacetin for qualification to address Philip Morris' needs as a result of partnering with Hoechst-Celanese.

In order to secure a continuous supply and in anticipation of a shift from synthetic to all-natural based glycerin and triacetin, it is vital for us to have alternate suppliers. The quality of these all-natural based glycerin/triacetin must meet our stringent sensory and analytical requirements.

Strategy #1: Subjective evaluation of glycerin and triacetin.

Tactics:

A. Cigarettes containing natural and synthetic glycerin from all proposed vendors will be prepared and evaluated subjectively to determine subjective threshold limits for accept/reject criteria.

March, 1992

B. Cigarettes containing natural and synthetic glycerin-based triacetin from all proposed vendors will be prepared and will be subjectively evaluated

2021555016

to determine threshold limits for qualification and accept/reject criteria of natural glycerin-based triacetin.

June, 1992

Strategy #2: Analytical characterization of glycerin and triacetin contaminants.

Tactics: Although most of the impurities have been tentatively identified, additional identifications and confirmations will be required to complete this investigation. Identifications will be made using a variety of instrumentation including GC, GC/MS, GC/FTIR and FTIR. Reference standards will also be purchased for confirmations.

September, 1992

Strategy #3: Analytical/Sensory correlations and guidelines.

Tactics:

- A. Several production batches of natural glycerin/triacetin will be analyzed to determine batch to batch variations.
- B. Analytical results will be correlated to sensory results to determine whether analytical information can be used for accept/reject purposes.
- C. POL testing of natural glycerin-based triacetin to confirm internal subjective findings.
- D. Make recommendations for best evaluation approach.

December, 1992

Resource Allocations (Man-Years):

B. Johnson - Purchasing	0.02
K. Lam - Flavor Technology	0.15
R. Hale - Flavor Technology	0.15
A. Finley - Filter Technology	0.01
T. Hoskin - Semi-Works	0.02
V. Willis/K. Deane - FTD	0.15
Total	0.50

2021555017

UNCOOKED FLAVOR SYSTEM (75-814 REPLACEMENT)

- Objective:** To replace cooked flavor for RLTC due to possible regulatory changes.
- Introduction:** The definition/safety of reaction flavors are being questioned in some Foreign countries. As a precautionary measure, an alternate will be developed for Cooked Flavor 75-814.
- Strategy:** Develop, evaluate, and test alternate flavor in RLTC.

Tactics

Timetable

Initiate flavor modifications.	March, 1992
Subjective evaluation of flavors applied lab-scale.	June, 1992
Subjective evaluation of flavors in RL Pilot trials.	July, 1992
Modifications, if necessary prior to Park 500 trials.	September, 1992
Park 500 trials of alternate flavor for POL test.	December, 1992
Complete POL tests of substitutions as contingency to respond to potential regulatory changes.	March, 1993

Resources:

Flavor Technology	B. Taylor -0.05 man years
Flavor Technology	J. Swain -0.05 man years
Cigarette Technology	B. Peace
Process Development	R. Uhl
Semiworks	G. Romig/J. Warren
CTSD	J. Lightner
ARD	C. Ament
Park 500	J. Whitman

2021555018

Burley Spray 1992 Operational Plan

Objective: Develop Burley Spray specifications for factory primaries by September 1992.

Introduction: Current Burley Spray specifications deal with formulation and holding/application temperatures of 180°F for up to 72 hours. Flavor Technology has been using sucrose level in Burley Spray as an indicator of quality for POL testing. However, since there has not been extensive testing in the past, Burley Spray holding and application temperatures merit investigation as a function of subjective quality and stability to develop specifications for this casing material.

Strategy #1: Evaluate subjectively Burley Spray containing sucrose vs. fructose and glucose.

Tactics: Prepare current formulation Burley Spray and hold until sucrose inversion reaches 50%.

Prepare fresh current formulation Burley Spray.

Prepare fresh Burley Spray with fructose and glucose (1:1) replacing sucrose.

Prepare cigarettes (100% burley, Marlboro and Merit) with the above Burley Sprays in the Semi-Works.

Subjectively evaluate cigarettes with "fresh" vs. "aged" and "fresh" and/or "aged" Burley Spray containing sucrose vs. Burley Spray containing fructose/glucose.

Timetable: March, 1992

Strategy #2: Evaluate Burley Spray processing modifications.

Tactics: Prepare current formulation Burley Spray and hold at 160°F for 72 hours. Analyze twice daily for sucrose content and inversion.

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Prepare current formulation Burley Spray and hold at 180°F for 72 hours. Analyze twice daily for sucrose content and inversion.

Prepare current formulation Burley Spray and hold at 160°F for 3 hours.

Prepare current formulation Burley Spray and hold at 180°F for 3 hours.

Make cigarettes in the Semi-Works (100% burley and Marlboro) for subjective evaluations/comparisons: 160° vs. 180°F @ 3 hours and 160° vs. 180°F @ 72 hours.

Conduct microbial activity testing of Burley Spray (BCR) at various temperatures vs. time. The temperatures and times should bracket the proposed conditions.

Timetable: June, 1992

Resource Allocations:

Flavor Technology - Spruill	0.30
Flavor Technology - Panel	0.10
Tech. Services - Rainey	0.10
Cigarette Testing	0.10
Semi-Works	0.10
Biochemical Research	0.05
Marlboro Std. Panel	0.10
Total	0.85

2021555020

DOMESTIC PRODUCT SUPPORT
LICORICE REPLACEMENT
1992 OPERATIONAL PLAN
FEBRUARY 10, 1992

Objective:

Investigate the development of a non-Licorice based Licorice substitute for use in all existing and new brands.

Introduction:

Philip Morris USA's annual expenditure on Licorice is in excess of 20 million dollars per year, virtually all with MAFCO. If this program is successful it will offer PM the flexibility to alter our buying patterns as well as a significant cost savings.

Strategy 1:

Conduct and review literature search of external sources and of previous substitute work conducted at PM.

Complete: 2nd Quarter, 1992

Strategy 2:

Analytical investigation of components.

Tactics:

Preparative LC fractionation.

Completion Date: June, 1992

Subjective evaluation of individual components.

Completion Date: August, 1992

HPLC fractionation to individual components.

Completion Date: November, 1992

Characterization of individual components.

Completion Date: December, 1992

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Strategy 3:

Determine feasibility of program.

Decision based on: Cost/benefit, feasibility, and potential downsides.

Go, No-go decision: September, 1992

If decision is made to proceed with program than a more detailed operational plan, based on initial evaluations will be written.

Resource Allocation:

Flavor Technology	S. Skalak, N. Jackson:	0.40 man years
Library		0.02 man-years
Semiworks	G. Romig/J. Warren:	0.08 man-years
Consumer Testing	M. Jeltema	0.02 man-years
Internal Subjectives	K. Deane	0.03 man-years
CTSD	J. Lightner	0.02 man-years
Flavor Analyses	B. Demian	0.25 man-years
Cigarette Technology		0.01 man-years
ARD	B. Handy	0.02 man-years

2021555022

International Product
Dev. and Support

2021555023

PHILIP MORRIS PRODUCTS INC
INTER-OFFICE CORRESPONDENCE
Richmond, Virginia

To: Don Leyden

Date: February 20, 1992

From: R. S. Slagle

Subject: OPERATIONAL PLANS

Attached, please find the 1992 Operational Plans for International Product Development (Export Products).

RSS:da

Attachment

cc: A. H. Confer
R. P. Heretick
J. L. Myracle
H. L. Spielberg

2021555024

STRATEGIC GOAL #1

Export Product Standardization

Objective : To standardize tobacco filler OV specifications for export products by determining the need for the existence of tropical filler specifications (OV) for products exported to those regions designated tropical. A recommendation for the tropical filler specifications will be made 2nd Qtr., 1992.

Explanatory Introduction:

At the present time, tropical filler is used on 38 brands and is sent to 28 export formula destinations. The purpose of this experiment is to examine the effect of time and temperature on the physical and subjective integrity of the products selected for this study.

Strategy : Cigarettes made to tropical and non-tropical formulations were made in the factory, monitored through transport from Richmond to Singapore and analyzed in Singapore for physical and subjective changes. A similar test plan, with tropical and non-tropical formulations, is planned for the UAE; therefore, information will be available to evaluate how the test products reacted under both extreme climatic conditions.

Requirements

Timetable

Resources

Singapore

Spotting and Staining (QA)
and CI analyses for final
phase of Singapore study

March, 1992

Pillow, Graff,
Chambers, Tierney

UAE

Cigarettes loaded onto vessel

February 6, 1992

Graff, Tierney,
Maersk personnel

Arrival in UAE

March 11, 1992

Sadaoui, Tierney,
Mobrem

Initial spotting and staining
and downloading of hamster data
and retrieval of samples for
analysis in US

March 20, 1992

Sadaoui, Tierney,
Mobrem

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Requirements
(cont'd.)

Timetable

Resources

On-site spotting and staining analyses; retrieval of hamster data and units, shipment of samples to U.S. for spotting and staining (QA) and CI analyses.

April 30, 1992

Sadaoui, Tierney,
Mobrem

Recommendation for Tropical Filler Specifications

2nd Qtr., 1992

Tierney, Graff

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STRATEGIC GOAL #2

Product Launches for GCC

Objective : To develop new cigarette products for the GCC export market which will contribute to our growth in this marketplace.

Explanatory Introduction:

Saudi Arabia has experienced an increased amount of oil workers from the Philippines. Philip Morris Menthol 100mm SP was developed to attract smokers from the Philippines who are familiar with this product presently manufactured in La Suerta. Merit Ultra Special KS FTB is being developed to respond to the growth of the low tar segment in the GCC and to compete with Barclay Ultra. Chesterfield KS FTB and Chesterfield Lights KS FTB are being developed to combat Lucky Strike and head off its potential growth in the GCC.

Strategy : To develop new cigarette products that meet EEMA's planned product introductions. The following lists the planned introductions:

	<u>Market Introduction Date</u>
PM Menthol 100 SP	February, 1992
Merit Ultra Special KS FTB	September, 1992
Chesterfield KS FTB	May, 1992
Chesterfield Lights KS FTB	May, 1992

Tactics & Timetable:

<u>Requirements</u>	<u>Timetable</u>	<u>Resources</u>
<u>PM Menthol 100 SP</u>		
Prototype Development Work	July, 1991	Tierney, Hoskin, Chambers
Factory Trial - Cabarrus	September, 1991	Sealey, Thompson
Factory Trial - Stockton Street	November, 1991	Tierney, Thompson
Production Start-up	December, 1991	Tierney, Jones
Market Introduction Date	February, 1992	EEMA
<u>Merit Ultra Special KS FTB</u>		
Prototype Development Work		
(Domestic Product Development)	1991-1992	Arterbery, Tierney
CPC	February, 1992	Greher, Stathapoulos
Launch	September, 1992	EEMA

Requirements

(cont'd.)

Chesterfield KS FTB

CPC Submission

Development Work

Factory Trial

Production Start-up

Market Launch

Timetable

February, 1992

February, 1992

March, 1992

March, 1992

May, 1992

Resources

Greher, Stathopoulos

Tierney, Hoskin, Chambers

Tierney

Tierney

EEMA

Chesterfield Lights KS FTB

CPC Submission

Prototype Development Work

Factory Trial

Production Start-up

Market Launch

February, 1992

February, 1992

March, 1992

March, 1992

May, 1992

Greher, Stathopoulos

Tierney, Hoskin

Tierney

Tierney

EEMA

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STRATEGIC GOAL #2

Product Launches for Iran

Objective : To develop new cigarette products for the Iran export market which will contribute to our growth in this marketplace. Product specifications will be modified in anticipation of printed T&N requirement. All merit products will reflect GCC T&N targets.

Explanatory Introduction:

The Merit Ultra Lights KS FTB and Merit 100mm SP are being launched to compliment the Merit Brand family (Merit Ultra Lights KS SP and Merit KS SP) originally launched second quarter 1991 in Iran. These two launches scheduled for February, 1992 will increase PM's presence and overall market share in this region.

Strategy : To develop new cigarette products that meet EEMA's planned product introductions. The following lists the planned introductions:

	<u>Market Introduction Date</u>
Merit Ultra Lights KS FTB	January, 1992
Merit 100mm SP	January, 1992
Tar/nicotine values printed	TBD*

Tactics & Timetable:

<u>Requirements</u>	<u>Timetable</u>	<u>Resources</u>
<u>Merit Ultra Lights KS FTB</u>		
Prototype Development Work	December, 1991	Tierney, Hoskin, Chambers
Factory Trial	December, 1991	Tierney, Thompson
Production Start-up	January, 1992	Tierney, Thompson
Market Introduction Date	February, 1992	EEMA
<u>Merit 100mm Regular SP</u>		
Prototype Development Work	December, 1991	Tierney, Hoskin, Chambers
Factory Trial	December, 1991	Tierney, Thompson
Production Start-up	December, 1991	Tierney, Thompson
Market Introduction	February, 1992	EEMA

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Requirements**Timetable****Resources**

(cont'd.)

Printed T/N Numbers Required on Pack

Modify products to conform to printed

pack numbers

January, 1992

Tierney, Haywood, Fuss

Production Start-up

TBD*

Tierney, Thompson

Market Introduction with new packaging

TBD*

EEMA

* Pending regional requirement for printed T&N figures.

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STRATEGIC GOAL #2

Product Launches for Israel

Objective : To develop new cigarette products for export to Israel which will contribute to our growth in the market.

Explanatory Introduction:

The conversion of Parliament LS to KS is keeping with the trend internationally to me box products from 80 to 83mm. The Parliament Lights 100 SP introduction is targeted to increase brand's competitiveness and rejuvenate the franchise. If the introduction of Parliament Lights 100 SP proves successful, the box version may be phased out since Israel is predominantly a soft pack market.

Strategy : To develop new cigarette products that meet EEC planned product introductions. The following lists the planned introductions:

	<u>Market Introduction Date</u>
Parliament LS → KS FTB Conversion	February, 1992
Marlboro Lights 100 SP	March, 1992
Marlboro 100 SP	March, 1992
Parliament Lights 100 SP	March, 1992

Tactics and Timetable:

<u>Requirements</u>	<u>Timetable</u>	<u>Resources</u>
<u>Parliament LS → KS FTB Conversion</u>		
Specification Letter Written	January, 1992	Graff
Market Introduction	February, 1992	

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Requirements

(cont'd.)

Marlboro Lights 100 Soft Pack

CPC

Specification Letter Written

Market Introduction

Timetable

August, 1991

September, 1991

Project Frozen

Resources

Graff

Marlboro 100 SP

Specification Letter Written

Market Introduction

September, 1991

Project Frozen

Graff

Parliament Lights 100 SP

CPC Approval

Specification Written

Factory Trial

Market Introduction

November, 1991

January, 1992

TBD

March, 1992

Graff

Graff, Thompson

2021555032

STRATEGIC GOAL #2

Product Launches for Lebanon

Objective : To develop new cigarette products for the Lebanon "Domestic" export market which will contribute to our growth in this marketplace.

Explanatory Introduction:

PM Filter Kings SP and FTB have been identified to combat Winston's growth. These brands will establish PM's presence in the high price segment and increase PM's overall market share.

Strategy : To develop new cigarette products that meet EEMA's planned product introductions. The following lists the planned introductions:

	<u>Market Introduction Date</u>
PM Filter Kings (Johnny Pack)	April, 1992

Tactics & Timetable:

Requirements

Timetable

Resources

PM Filter Kings (Johnny Pack)

CPC Submission	January, 1992	Tierney, Stathopoulos, Greher
Prototype Development Work	January, 1992	Tierney, Hoskin, Chambers
Factory Trial	February, 1992	Tierney, Thompson
Production Start-up	February, 1992	Tierney, Thompson
Market Introduction	April, 1992	EEMA

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STRATEGIC GOAL #2

Product Launches for Thailand

Objective : To develop new cigarette products for export to Thailand which will contribute to our growth in the market.

Explanatory Introduction:

The Marlboro KS FTB and Parliament 100 FTB are being launched to compliment the Marlboro and Parliament families. These two launches scheduled for 1992 will increase PM's presence and overall market share in this region.

Strategy : To develop new cigarette products that meet planned product introductions. The following lists the planned introductions:

	<u>Market Introduction Date</u>
Marlboro KS FTB	April, 1992
Parliament 100 FTB	November, 1992

Tactics and Timetable:

<u>Requirements</u>	<u>Timetable</u>	<u>Resources</u>
<u>Marlboro KS FTB</u>		
CPC Approved	October, 1991	
Write specification letter	January, 1992	Graff
Market Introduction	April, 1992	
<u>Parliament 100 FTB</u>		
Factory Trial	TBD	Graff, Thompson
Production Start-up	TBD	Graff, Thompson
CPC	March, 1992	
Market Introduction	November, 1992	

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STRATEGIC GOAL #2

L&M/Chesterfield Production Consolidation

Objective : To standardize L&M/Chesterfield fillers used for export to various regions.

Explanatory Introduction:

Currently, there are ne separate cut filler specifications which may be reduced to three. This may result in approximately \$750,000 a year in cost savings. A recommendation for the possible consolidation will be made second quarter of 1992.

Strategy : Both the current L&M export and Chesterfield exports will be made, along with the existing Marlboro blend and Marlboro casing and L&M aftercut, Marlboro blend with Marlboro casing and Chesterfield aftercut and Benson & Hedges. Models will be subjectively evaluated by the Richmond Panel.

Tactics and Timetable:

<u>Requirements</u>	<u>Timetable</u>	<u>Resources</u>
Prototype Development Work	January, 1992	Graff, Hoskin, Chambers
Richmond Panel Evaluation	February, 1992	Graff, Heretick
Consolidation Recommendation	2nd Qtr., 1992	Graff, Confer, Heretick
Implementation	3rd Qtr., 1992	Graff Thompson

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STRATEGIC GOAL #2

Parliament - Turkey

Objective : To determine the control of dilution of Parliament 100 SP by pre-perforating the filter rod and incorporating a pre-perforated tipping paper during cigarette manufacture.

Explanatory Introduction:

An alternate method of achieving the desired dilution is to pre-perforate the filters and controlling the overall cigarette dilution with pre-perforated tipping paper.

Strategy : Samples will be manufactured, using the standard laser method of perforation in addition to pre-perforated filters and tipping papers to evaluate the effectiveness of pre-perforated filters.

Tactics and Timetables:

<u>Requirements</u>	<u>Timetable</u>	<u>Resources</u>
Preliminary Factory Trial	January, 1992	Graff, Thompson
Prototype Development	1st Qtr., 1992	Graff, Hoskin
Richmond Panel Evaluation	2nd Qtr., 1992	Graff, Heretick
Recommendation	2nd Qtr., 1992	Graff

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STRATEGIC GOAL #2

New Product Launches for Hong Kong, Macau, Guam, Taiwan, and US Duty Free

Objective : To coordinate new product launches for the international export markets of Hong Kong, Guam, Taiwan, Macau, and US Duty Free which should continue to increase our market share in these regions.

Explanatory Introduction:

In Hong Kong in 1991, PM Products experienced better than 42% share of market. The introduction of these new brands and line extensions should insure an increase in market share in Hong Kong and other Eastern markets.

Strategy : The 1992 planned new product launches for Hong Kong, Guam, Taiwan, US Duty Free, and Macau have been outlined in the U.S. Export Product Plan. Some of these represent line extensions of existing products. Specifications will be issued to accomodate the planned launch dates.

Tactics and Timetable:

The Marlboro Medium KS S/P for Hong Kong and Macau will be subjectively evaluated on the Hong Kong Consumer Panel in April. The B&H Deluxe Lights 100's FTB for Taiwan will be subjectively evaluated on PMI Panel vs. YSL. New product specifications will be written in advance to facilitate the introduction and launch of these product line extensions. The timetable for this is listed below:

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<u>Country</u>	<u>Brand</u>	<u>Spec. Due</u>	<u>Launch Date</u>
Hong Kong/Macau	Marl. Med. KS S/P	Aug., 1992	Oct., 1992
Guam	Marl. Lights KS FTB	Jan., 1992	March, 1992
	Va. Slims Super. 100 FTB	Jan., 1992	March, 1992
	Va. Slims Super. Men. 100 FTB	Jan., 1992	March, 1992
	B&H 100 Men. FTB	Feb., 1992	April, 1992
Taiwan	Parl. KS FTB	Jan., 1992	March, 1992
	Marl. 100's FTB	Feb., 1992	April, 1992
	B&H Del. Lts. 100's FTB	May, 1992	July, 1992
	Marl. KS FTB 10's	Aug., 1992	Oct., 1992
	Marl. KS FTB (Duty Free)	Oct., 1992	Dec., 1992
U.S. Duty Free	Marl. Men. KS FTB	Jan., 1992	March, 1992
	Marl. Lts. KS FTB 300 cm.	Jan., 1992	March, 1992
	Marl. Med. KS S/P	April, 1992	June, 1992
	Marl. Med. 100's FTB	April, 1992	June, 1992
	Parl. Del. 100's S/P	April, 1992	June, 1992

Resources:

Specifications	Easley
Cigarette Testing	Chambers
Flavor Development Panel	Parrish
Richmond Panel	Heretick
Consumer Panel	Matthews

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STRATEGIC GOAL #2

Virginia blended product (Project Hilda) for Taiwan

Objective : To assist in the design, development, consumer testing and launch of a Virginia blended cigarette to be introduced in Taiwan.

Explanatory Introduction:

In the Taiwan market Virginia cigarettes make up 90% of the sales, whereas PM products only represent 6% of this total. This introduction of a Virginia product is an attempt to increase PM's share in the Virginia dominated market in Taiwan.

Strategy : Product development work will be conducted in PM Australia during the first quarter of 1992. Three PMI product tests will be performed during the second quarter of 1992 to determine consumer preferences of the Hilda prototype. The three tests planned are:

- a) Hilda w/white tip vs. Long Life Milds
- b) Hilda w/cork tip vs. State Express 555
- c) Hilda w/cork tip vs. Hilda w/white tip

Test cigarettes will be sent to Richmond for overtipping and shipping of final test product.

Tactics and Timetable: The following timetable will be followed:

Development of prototypes - PM Australia	- Jan. '92
Shipment of prototypes & competitor's brands to Richmond	- Feb. '92
Ringtipping, shipment of final test product to Taiwan	- Mar. '92
Analytical & subjective evaluations (Richmond Panel/Flavor Tech./CTS)	- Mar. '92
Consumer testing in Taiwan	- 2nd Qtr. '92
Analyzing results, final specifications, production start-up in Australia	- 3rd Qtr. '92
Brand launch in Taiwan	- Oct. '92

Resources :	Prototype Production	PM Australia
	Overtipping	Semiworks
	Analyticals	Chambers
	Flavor Development Panel	Parrish
	Richmond Panel	Heretick

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STRATEGIC GOAL #2

Merit KS for Hong Kong

Objective : To introduce Merit KS FTB in the Kong Kong market during the third quarter of 1993.

Explanatory Introduction:

Kent represents more than 10% of sales in Hong Kong. A Merit KS product with a single digit tar delivery, that would appeal to Kent smokers, has been a development objective of PM Asia for several years.

Strategy : Conduct flavor work, blend work, and prototype production during 1992 to anticipate this possible introduction for 1993.

Tactics and Timetable:

Development work should begin in the 2nd Qtr., 1992 with consumer panel evaluation during early 1993.

Prototype production for flavor development - I	- Apr. '92
Flavor development - Phase I	- June '92
Prototype production - Phase I	- July '92
Internal subjective/analytical evaluations	- Aug. '92
Prototype production for flavor development - II	- Sept. '92
Flavor development - Phase II	- Nov. '92
Prototype production - Phase II	- Dec. '92
Internal subjective/analytical evaluations	- Jan. '93
HKCP test recommendations	- Jan. '93
Possible HKCP test production/analytical/subjectives	- TBD

Resources :	Prototype Production	Semiworks
	Flavor development	Parrish
	Analytical Evaluation	Chambers
	Flavor development panel	Parrish
	Consumer Panel	Matthews
	Richmond Panel	Heretick
	Specifications	Easley

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STRATEGIC GOAL #2

Existing Product Support/Packaging Revisions

- Objective :** To develop packaging revisions to anticipate international consumer trends and help provide a marketing advantage.
- Strategy :** The following is a listing of 1992 planned packaging revisions which have been outlined in the US Export Product Plan for 1992-1994:

<u>Country</u>	<u>Brand</u>	<u>Launch Date</u>
Taiwan Duty Free	Parliament 100's FTB Graphics Change	2/15/92
Taiwan Domestic	Va. Slims Lights 100's FTB Menthol	7/15/92
Duty Free Sales USA	Va. Slims Lights 100's FTB	3/1/92
	Va. Slims Superslims 100's FTB	3/1/92
	Va. Slims Ultra Light 100's FTB	3/1/92
	Va. Slims 100's Menthol S/P	3/1/92
	Va. Slims 120's FTB	3/1/92
	Va. Slims 120's FTB Menthol	3/1/92
	Marlboro Lights KS FTB Jumbo Carton	3/1/92
	Va. Slims Lights 100's FTB Menthol	3/1/92
	Va. Slims Superslims 100's FTB Men.	3/1/92
	Va. Slims Ultra Lights 100's FTB Men.	3/1/92

- Timetable :** Packaging changes will be conducted in a manner in which obsolescence can be minimized and to accommodate the proposed launch dates.

Existing Product Support/Health Warning Requirement

- Objective :** To monitor the addition of the US Health warning notice to all export packs that do not presently carry any other country's health warning.
- Strategy :** There are 184 export packings affected. A random rotation of the four US warning notices will be used. Printed materials will be converted as each item is used up to avoid as much obsolescence as possible.
- Timetable :** Preparations began in January to implement this program with target phase-in beginning April 1, 1992 and with completion slated for the end of 1992.

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STRATEGIC GOAL #3

Product Technology/Consumer Research

Objective : Conduct PMI consumer tests for Taiwan to maintain and/or enhance the subjective, analytical and physical performance of existing products in the marketplace.

Strategy : Five PMI tests have been tentatively planned for Taiwan during 1992. These tests are:

<u>Brand</u>	<u>Fieldwork (tentative)</u>
L&M FF Charcoal vs. non-charcoal	Feb. '92
L&M (11mg) Charcoal vs. non-charcoal	Feb. '92
VSLM vs. YSL Menthol	Feb. '92
Parl. KS vs. Mild Seven Light	March '92
Parl. KS vs. Marlboro Lights	March '92

Tactics and Timetable:

After Market Management has decided on tests and the schedules are in place, these tests will be produced and shipped to meet the appropriate fieldwork dates.

Product Technology/Marlboro Monitors

Objective : Conduct consumer tests in Hong Kong with Marlboro versus competitor's cigarettes to monitor the quality and consumer preference of our brands.

Strategy : Two Marlboro tests are proposed for PMI testing in 1992. These tests are:

Marlboro Red vs. Winston Red- Aug. '92
Marlboro Lights vs. Kent - Aug. '92

Tactics and Timetable:

These tests will be coordinated and shipped in time to meet the established fieldwork dates.

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STRATEGIC GOAL #2

Lark Combining Wrap

Objective : Reduce ventilation variability and increase potential for higher mean ventilation by replacing current mechanically perforated combining wrap with an inherently porous wrap on Lark products. A combining wrap supplied by one vendor with these properties is to be specified by 1st quarter, 1992.

Explanatory Introduction:

Mechanically perforated combining wraps have two short-comings; the variation in product ventilation and an inability to achieve higher mean levels required in lower tar products. Inherently porous combining wraps positively address these areas of concern.

Strategy : Models from two vendors are under evaluation. Kimberly-Clark has two paper porosities with their "dot matrix" application and Ecusta has one paper with the diagonal hotmelt pattern. Each of these vendors has shown their product improves mean ventilation and reduces ventilation variability. However, because the papers are unlike that currently used, challenges remain in successfully combining a filter and tipping a cigarette to the quality level of the control.

Tactics and Timetable:

Factory trial	January, 1992
Analytical smoking	January, 1992
Richmond Panel approval	February, 1992
QE evaluation of filters and cigarettes	February, 1992
2nd factory trial on recommended refinements	February, 1992
Vendor selection	March, 1992
Product specification w/porous combining wrap on Lark Super Lights	March, 1992
Expansion to all Lark products	June, 1992

Resources :	R&D Export Product Development	R. Lambert
	R&D Filter Development	D. Laslie/K. Newman
	Manufacturing Services	C. Jackson/E. Weston
	Quality Engineering	J. Calloway
	R&D Semiworks	J. Warren

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Resources : (cont'd.)

Quality Assurance

Purchasing

R&D Cigarette Information

R&D Product Evaluation

R&D Flavor Technology

V. Bell

B. Johnson

L. Chambers

C. Matthews

K. Parrish

2021555044

STRATEGIC GOAL 2

Carbon Consolidation - Coal Based

Objective : Eliminate iron and zinc impregnants in SCCW carbon which is used in Lark plug space plug filter products by the 1st quarter, 1992.

Explanatory Introduction:

Due to the introduction of ventilation in our products, iron and zinc salt impregnation is no longer needed to reduce specific gas phase components in smoke. Elimination of these impregnants will also result in a projected annual cost savings of \$800,000. Impregnant removal will align this carbon for future consolidation of all carbon filter products to one specification (PM Specification coconut based carbon).

Strategy : Consumer testing in Japan and internal testing have shown no subjective difference between Lark products with or without the impregnants in the carbon. The major obstacle in qualifying the non impregnated carbon has been the observation of increased dust generation at the filter combiner. After making these concerns known to Calgon, adjustments have been made in their processing to remedy this dusting.

Tactics and Timetable:

Carbon analysis	April, 1990
Model production	April, 1990
Analytical smoking	April, 1990
Richmond Panel approval	April, 1990
Danchi Panel consumer testing	May & October, 1990
Short term trial (10 drums)	November, 1991
Long term trial (60 drums)	January, 1992
Extended trial (160 drums)	February, 1992
Product specification & implementation	March, 1992
Consumer testing of one carbon specification	December, 1992

Resources :	R&D Export Product Development	R. Lambert
	R&D Filter Development	A. Finley
	Manufacturing Services	C. Jackson/J. Horne
	Quality Assurance	V. Bell
	Purchasing	B. Johnson
	R&D Cigarette Information	L. Chambers
	R&D Product Evaluation	C. Matthews

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Resources : (cont'd.)

**Manufacturing
R&D Semiworks
R&D Flavor Technology**

**M. Brown/W. Roark
J. Warren
K. Parrish**

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STRATEGIC GOAL 2

Carbon Consolidation - Coconut Based

Objective : Establish one PM specification for coconut based carbon by June, 1992. Longer term, one specification is desired for all carbon filter applications.

Explanatory Introduction:

Two different coconut carbon specifications currently exist for dual filter manufacturing. One of these specifications will be eliminated but vendor volume mix, currently in place, will be unaffected.

Strategy : The current specification for Pica RC 328 has been slightly modified, resulting in a PM specification, which is the desired coconut carbon for consolidation. Smaller volume brands which used Calgon MF2C (Lark Deluxe, Multifilter, Virginia Slims 100 for Japan) have been changed to the desired specification based upon internal subjective evaluation. Because of the significant volumes, Parliament 100 has undergone three Danchi panel evaluations of the PM specification carbon. POL testing of a Parliament 100 will take place during March-April, 1992.

Tactics and Timetable:

Carbon analysis	September, 1991
Analytical smoking	October, 1991
Richmond Panel approval	October, 1991
Danchi Panel consumer testing	November, 1991/February, 1992
POL consumer testing	March-April, 1992
Product specification & implementation	June, 1992

Resources :	R&D Export Product Development	R. Lambert
	R&D Domestic Product Development	D. Atkinson
	R&D Filter Development Group	A. Finley
	Manufacturing Services	C. Jackson/A. Utz
	R&D Semiworks	J. Warren
	Quality Assurance	M. S. Schreck
	Purchasing	B. Johnson
	Manufacturing	R. Sauls
	R&D Product Evaluation	C. Matthews
	R&D Flavor Technology	K. Parrish
	R&D Cigarette Information	L. Chambers

2021555047

STRATEGIC GOAL 2

Lark Family Tar Reduction

Objective : Position the Lark family of products so they will benefit from the downward trend of tar level observed in the Japanese marketplace.

Explanatory Introduction:

Reduced tar Lark products are being developed and will be implemented in order to improve ratings and sales among mainstream Japanese smoker groups, while not alienating current Lark family smokers.

Strategy : The following is a listing of Lark family current and proposed tar levels:

Lark FF KS	15—14
Lark FF 100's	15—14
Lark Milds KS	11—10
Lark Milds 100's	12—10
Lark Super Lights	8—7—6

This reduction program has been requested by PMKK and will be implemented as soon as possible, such that all products arriving in Japan in May, 1992 will be the reduced tar versions.

Tactics and Timetable:

Lark Super Lights 7mg	January, 1992
Factory trials	February, 1992
Analytical smoking	February, 1992
Subjective smoking	February, 1992
Specification issue and implementation for Lark KS, Lark Milds 100, & Lark 100	February, 1992
Specification issue for Lark Milds and Lark Super Lights	March, 1992
All products in port	May, 1992
All products in retail	July, 1992

Resources :	R&D Export Product Development	R. Lambert
	Manufacturing Services	K. Thompson
	Quality Assurance	V. Bell/D. Taylor
	Quality Engineering	J. Calloway

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Resources : (cont'd.)

Manufacturing
R&D Cigarette Information
R&D Product Evaluation
R&D Flavor Technology

M. Brown/J. Glenn/K. Parrish
L. Chambers
C. Matthews
K. Parrish

2021555049

STRATEGIC GOAL 2

Lark Packaging

Objective : The Lark product line will undergo a graphics revision which is to be completed by July, 1992.

Explanatory Introduction:

Along with proposed printed tar and nicotine changes, graphics for all Lark packaging will be revised.

Strategy : The graphics change will begin in April, 1992 and totally implemented by July, 1992. This effort will be managed in conjunction with the tar reduction program. Each of these changes is intended to improve Lark sales in Japan which have recently been stagnant.

Tactics and Timetables:

Begin implementation	April, 1992
Graphics revision completed	July, 1992

Resources :	R&D Export Product Development	R. Lambert
	Purchasing	M. Pollio
	Production Planning	W. Isbell
	Manufacturing Services	R. Street

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STRATEGIC GOAL 2

Marlboro LS to KS FTB Conversion

Objective : Existing Marlboro FF products in 80mm LS FTB are being converted to 83 mm KS FTB worldwide. All new to market introductions of this product line will be in the 83mmKS FTB format. Specifications will be in effect for all regions (Asia and EEMA) by June, 1992.

Explanatory Introduction:

All Marlboro FF Box packagings will be in the 83 mm KS format. The 80mm FTB box will no longer be produced for the Asia or EEMA regions.

Strategy : Issue of specifications began in 1991 for the Asia region. Specifications will be issued for EEMA by June, 1992. In most cases, the product is the standard specification. Separate specifications are issued in instances of tar limitations or smoking methodologies other than FTC.

Tactics and Timetables:

Asia region specifications	January, 1992
EEMA region	June, 1992

Resources :	R&D Export Product Development	R. Lambert
	Purchasing	B. Bjorkholm
	Manufacturing Services	J. Ellis
	Production Planning	W. Isbell

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